

A dramatic low-angle photograph of the Space Shuttle Columbia being launched from the Kennedy Space Center. The shuttle is ascending vertically, leaving a massive, billowing plume of white smoke and fire from its engines. To the left, the complex, multi-level scaffolding of the Mobile Launcher Platform is visible, extending upwards. The sky is filled with large, dark, textured clouds, and the overall lighting is warm, suggesting a sunrise or sunset. The word "STATE" is printed in large, bold, red serif letters across the top of the image.

STATE

U.S. DEPARTMENT OF STATE

JULY/AUGUST 2011

MAGAZINE

One Last Ride

State's 30-Year Partnership with
The Space Shuttle Program

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July/August 2011
Issue Number 558

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On the Cover

Space Shuttle Endeavour's main engines and solid rocket boosters burst to life, lifting the shuttle from the launch pad for its last flight.
NASA/Tony Gray and Tom Farrar





Congratulations To Award Finalists Who Exemplify America's Best

The staff of the State Department and its sister agencies often work outside of the limelight. Yet, as the President said when he visited the Department last December, "They are the backbone of American foreign policy... Day in and day out, they strengthen our alliances, forge new partnerships, prevent conflicts and the spread of deadly weapons, promote global prosperity and global health, stand up for human rights and for universal values. In other words, they show the world the very best of America."

Among this year's 34 finalists for the Partnership for Public Service's prestigious Service to America Medals are four individuals who exemplify these qualities. They are Paul Dean (State Department) for the National Security and International Affairs Medal; Oliver Fischer (Civilian Response Corps) for the Call to Service Medal; and David Ferguson and Will Schmitt (both of the U.S. Agency for International Development) as part of the LAUNCH Team for the Science and Environment Medal. I am pleased they are being recognized for their extraordinary work on behalf of our nation. The winners will be honored at a Washington, D.C., black-tie gala on Sept. 15.

The National Security and International Affairs Medal recognizes contributions in national security and international affairs, including defense, military affairs, diplomacy, foreign assistance and trade. Paul Dean is a Civil Service attorney-advisor in the Office of Treaty Affairs. In 2010, the U.S. Senate ratified a new Strategic Arms Treaty with Russia, a historic breakthrough in the reduction of Cold War-era nuclear arsenals. Paul was one of the legal architects of the accord. Harold Hongju Koh, the Department's legal advisor, said, "You have negotiators who discuss the concepts, but then you need someone to frame it into a binding legal document—that's what Paul did."

The Call to Service Medal recognizes a significant contribution to the nation by a relatively new federal employee. Oliver Fischer, a young Census Bureau demographer, was nominated for helping prepare for southern Sudan's recent vote on independence. Often working in remote areas under difficult conditions, he helped develop and conduct a critical population and housing census that determined how many people could vote. Ambassador Robert Loftis, the acting coordinator for Reconstruction and Stabilization, said, "This was vital to the success of the referendum. If the country could not determine how many voters it had, it could not determine what percentage supported becoming a separate country."

The Science and Environment Medal recognizes a significant contribution in scientific and environmental activities, including biomedicine, energy, information technology, meteorology, resource conservation and space. David Ferguson and Will Schmitt of USAID's Science and Technology office were part of the LAUNCH Team, led by Diane Powell of NASA's Office of the Chief Technologist. The team was cited for creating a unique government and private-sector partnership to identify, support and help market innovative technologies for global sustainability problems. LAUNCH supports a novel agricultural irrigation technology being used to grow plants in the African desert by desalinating well water. Dr. Alexander Dehgan, the science and technology advisor to the USAID administrator, said, "The LAUNCH program is remarkable as an example of unusual and effective cross-agency collaboration and is focused on high-impact innovations and solutions to some of society's most pressing problems." Jim Thompson, the deputy special representative for Global Partnerships, saw the potential of this program early on, and the Department became an official sponsor.

These individuals are applying their talents and skills to make the world a better place. I offer my congratulations to them all. And remember, it is never too early to start thinking about who you might nominate for these awards in 2012.

For more information

[www.servicetoamerica
medals.org](http://www.servicetoamerica.medals.org)

Nancy J. Powell
Director General

Remembering Anne Hackett

Seeing the photo of the lady with the hard hat ("Women oversee OBO construction projects," March issue) brought to mind the last Foreign Service woman I saw so attired. It was a photo of the late and great Anne Hackett, who was administrative counselor at the new embassy site in Amman. She was a crackerjack officer who managed people and property equally well.

She was one of a kind and still missed by so many of her friends.

Judy Chidester

Retired Foreign Service information officer

Learning Japanese

I was delighted to read about Mr. Dieker's ability and performance in Fukuoka ("Star Turn: Taking diplomacy to the Japanese stage," June 2011 issue). When I was assigned to Consulate General Osaka, we had an excellent language teacher. Unlike Mr. Dieker's director, our Mr. Ueda did not seem to fear that our Japanese would get too good. In fact, he made a valiant effort to teach us to speak without using pronouns, a valued social skill. But like the director, he did draw the line. When we urged him to teach us the Osaka dialect, he refused: "You are diplomats. You must speak standard Japanese."

Edward Griffin

Bethesda, Maryland

Remembering Jim Cheek

Jim Cheek (see obituary, page 56) was a friend and colleague, but even more, he was an inspiration of how a diplomat could maintain a moral center and personal integrity. After the devastating 1972 Managua earthquake, the embassy and adjacent staff apartments collapsed, and the central downtown was destroyed. Jim was the person around whom our efforts coalesced that night; he became the leader of those who rescued personnel trapped in the rubble, traveled across the burning city to rescue the labor attaché in the rubble of his collapsed house and gave Washington its first on-the-scene reporting.

Although still a relatively junior political officer, in the months that followed he received the Department's prestigious Rivkin Award for the clarity of his creative dissent from previous policy on where we should be going with Nicaragua.

Throughout the years I knew him, he maintained a genuine modesty, an Arkansas drawl and simple decency, which were as much a part of him as his courage and integrity.

Stuart Lippe

Retired Foreign Service officer

No More Paper, Please

I will be downloading the iPhone app to the magazine. Therefore, you may discontinue sending me the hard copy. I will continue to enjoy *State Magazine* without killing trees!

Janice M. Weber

Washington, D.C.

Please discontinue mailing a hard copy of *State Magazine*. I will access it via the Internet. Great idea.

Thomas J. Murphy

Ocala, Florida

Since I am now reading the magazine online, I no longer need to receive a hard copy. Hope many more switch to online reading to achieve maximum dollar savings.

Edward O. Stellmacher

Retired Foreign Service officer

I request that the physical mailing to me of *State Magazine* cease immediately. I will take advantage of the digital version from now on. I would appreciate an e-mail when each new issue becomes available online. I hope this modest effort to reduce your mailing costs is helpful.

Bradford W. Ham

Narabio, Spain

As a retired Foreign Service officer living in France, I feel guilty receiving my monthly *State Magazine* by airmail. Not only is it expensive, it also increases my carbon footprint. The good news is that I now have the *State Magazine* app on my iPad and iPhone and can download and read it whenever and wherever I want. So please remove me from the mailing list.

Gregory John Orr

Lauserte, France

I am a Foreign Service annuitant who currently receives paper copies of *State Magazine*. I truly enjoy receiving them, but now am using the app on my iPad to view it. It "arrives" sooner and is eminently readable. I therefore request that you no longer send me a paper edition.

With thanks and wishes for continued good work.

John R. Arndt

Laurel, Maryland





Department Mourns the Loss of Lawrence Eagleburger

Flags at Department headquarters offices and posts abroad were at half-mast in early June to commemorate the death of Lawrence Eagleburger, who was Secretary of State from 1992 to 1993. He was the first career Foreign Service officer to hold that position.

Secretary of State Hillary Rodham Clinton said Eagleburger “was a strong voice and stalwart champion for America’s values. His passing is America’s loss.”

She said Eagleburger “believed in the strength of America’s values, and he fought for them around the world. He was outspoken but always the consummate diplomat. Even in retirement, Larry remained a

staunch advocate for the causes he believed in. He never stopped caring, contributing, and speaking out.”

Eagleburger joined the Department in 1957, served at the U.S. Embassy in Belgrade, Yugoslavia, in the early 1960s and from 1969 to 1971 was an assistant to National Security Advisor Henry Kissinger. He later was an advisor to the U.S. Mission to the North Atlantic Treaty Organization and U.S. ambassador to Yugoslavia.

In 1982, he was named Under Secretary of State for Political Affairs, and in 1989 he became Deputy Secretary of State. In 1992, President George H.W. Bush appointed him Secretary of State.

Secretary Presents Presidential Awards

In honor of Public Service Recognition Week, Secretary of State Hillary Rodham Clinton in May individually congratulated the winners of a presidential award that is given annually to members of the Senior Foreign Service or Senior Executive Service.

She told the gathering in Main State's Exhibit Hall that she was honored to be part of the State Department and the government, "confronting all of these challenges and opportunities." Noting the range of the State Department's mission, including addressing climate change and fighting terrorism, she said, "I deeply appreciate what you do."

In all, 49 Senior Foreign Service officers received presidential awards. Eight received the highest award, the Presidential Distinguished Service Award, and 41 received the Presidential Meritorious Service Award.

James H. Thessin, of the Senior Executive Service, received the Presidential Distinguished Service Award. Members of the Senior Foreign Service receiving the Presidential Distinguished Service Award were Donald E. Booth, John E. Herbst, John Monroe Koenig, Duncan H. MacInnes, Scot Alan Marciel, Richard Gustave Olson Jr., Alejandro Daniel Wolff and Marie L. Yovanovitch.

The award winners were drawn from the ranks of Civil Service and Foreign Service employees and Locally Employed Staff. Video of the event is on BNET's Web site at http://bnet.state.gov/viewClip.asp?clip_id=2576.



Secretary of State Hillary Rodham Clinton recognizes Frank Coulter Jr. for his receipt of a Presidential award. Coulter is an assessor on the Board of Examiners.

Cyclists Reach Out to Eastern Germany

Consul General Katherine Brucker and staff members of the U.S. Consulate General in Leipzig, Germany, undertook a 265-kilometer, three-day bike trip in May along the Elbe River in what had once been East Germany, meeting members of the public, including mayors and local officials.

Saxony's Minister of the Interior, who joined the ride briefly, said, "The ride was German-American friendship down to earth."

The tour route went from Wittenberg, where Martin Luther started the Protestant revolution, to Bad Schandau in the forested hills of Saxony. Traveling ahead of the riders in vehicles, Public Affairs Officer James Seward and his staff and Political-Economic Officer Helena Schrader conducted outreach presentations, readings and book donations.

In honor of the Women's Soccer World Cup, which Germany hosted from June 26 to July 17, some of the riders took a break to participate in a life-sized version of foosball organized by the consulate's public affairs section and a local vocational high school. The all-female consulate team won the match, which Radio Saxony's Web site featured under the title "Biking and Kicking for Integration and Tolerance."

The tour was the third undertaken by the consulate, whose district encompasses German states that were once part of East Germany and had been subjected to four decades of virulent anti-American propaganda during the Cold War. Few Americans visit the area today, compared with western



Germany

Germany, making the tour an ideal outreach event for a region where cycling is extremely popular.

Vocational high school Director Monika Bäßler said local young people "see and hear about America all the time, but this was the first chance most of them have had to meet Americans personally."

The human foosball tournament gets under way.



Wreaths Commemorate WWII Events

With the laying of wreaths, Department officials in May commemorated two disparate events associated with World War II. In Austria, a wreath was laid at the Mauthausen-Gusen Concentration Camp, a World War II labor camp where more than 335,000 political prisoners were interned and more than 120,000 died after laboring under horrifying conditions.

In Iceland, U.S. Ambassador to Iceland Luis E. Arreaga and a group of Americans and Icelanders hiked for three hours to the site of an airplane crash that killed Lt. Gen. Frank Andrews, a founder of the modern U.S. Air Force. Armed only with an "X" on a topographic map, the group endured cold weather and a daunting climb to lay a wreath where Andrews and 13 others lost their lives 68 years earlier.

Several nations annually send representatives to honor the Mauthausen-Gusen Concentration Camp survivors and victims. At the latest event, survivors, liberators, ambassadors and other nations' officials, soldiers and family members and friends gathered inside the walls of the still-intact camp for a solemn few hours to share and reflect.

Staff members of the U.S. Embassy in Vienna, Austria, including its Marine Corps Honor Guard, were among the nearly 7,000 persons at the event. American attendees included Ambassador William Eacho, Defense Attaché Colonel Ulises Soto, a few survivors from the camp and U.S. soldiers who liberated the camp 66 years ago.

Three wreaths were placed beneath memorials, two during smaller, more personal ceremonies honoring American prisoners who died and soldiers who liberated the camps.

Ambassador Eacho lauded the sacrifices of the Allied soldiers, sailors and airmen. "As part of the forces that defeated the Third Reich, you helped preserve Western civilization," he said. "We and all generations to follow remain forever in your debt."

The largest wreath was laid at a ceremony that included a large procession of national representatives, who walked through the camp's main gate to lay a wreath near the memorial at the camp's center.

In Iceland, the U.S. Embassy-sponsored hike to the crash site began with an approximately three-kilometer approach through a lava field to the base of 300-meter Fagradalsfjall Mountain and a 250-meter ascent up the face through loose lava and rock. Lt. Gen. Andrews, then commander of U.S. Forces in the European Theater of Operations, died in 1943 when his B-24 bomber "Hot Stuff" encountered bad weather and crashed into the mountain while seeking an airfield in zero visibility.

Hikers found debris from the wreckage scattered throughout a swale, including the remains of the main landing gear, where Ambassador Arreaga gathered the group to lay the wreath. The landing gear will keep the wreath from blowing away in the ubiquitous Icelandic wind.

Ambassador Arreaga then reminded the group it was standing on hallowed ground, and that many of the freedoms in the United States and Iceland were protected by the sacrifices of the men who died at the site. He then read off the roll call of the men who perished. After a minute of silence, the group began its descent down Fagradalsfjall.



Top: Army Chief Warrant Officer Mark Balanquit and Air Force Sergeant Judy Medeiros prepare to lay a wreath at the Mauthausen-Gusen Concentration Camp.

Bottom: The embassy staff who hiked up Fagradalsfjall Mountain display the commemorative wreath they laid.

Conference Addresses Women's Issues



Laura Bailey, World Bank Group country manager, left, and U.S. Ambassador-at-Large for Global Women's Issues Melanne Verveer facilitate discussion at the women's policy dialogue in Port Moresby.

The U.S. Embassy in Port Moresby, the government of Papua New Guinea and the World Bank Group partnered in late May on a regional conference regarding improving women's lives and livelihoods. Delegates from 12 Pacific Island countries and officials of the U.S., Australian and New Zealand governments, World Bank and the U.S.

Agency for International Development attended the two-day meeting titled "Healthy Women, Healthy Economies."

Secretary of State Hillary Rodham Clinton announced the Women's Empowerment Initiative in the Pacific Region during her visit to the area in November, and Ambassador-at-Large for Global Women's Issues Melanne Verveer followed up by attending the conference. "Secretary Clinton made a commitment that I would come," said Ambassador Verveer, "and I am here to deliver on that promise."

The conference explored the connection between women's health and well being and their roles in their families, communities and economies. Women representatives spoke of their experiences and identified promising approaches. One issue raised was the need for better data on such matters as gender-based violence, land rights and tenure, and women's access to capital and credit.

Participants also discussed engaging men and boys as champions for change, supporting women in political and institutional leadership, nurturing the next generation of emerging women leaders and connecting to key government agencies such as those for planning and finance.

"Ultimately," said Ambassador Teddy Taylor, "the U.S. government and its partners seek to deepen investment in women in the region. Embassy Port Moresby's number one strategic resource plan goal is empowering women. This initiative has gone a long way to delivering on those aims."



**Papua
New Guinea**

Department Hosts First SharePoint Conference

The State Department held its first conference for users of SharePoint in May. The conference, with the theme "Share the Power," drew more than 300 persons and was broadcast via digital videoconferencing, teleconferencing and live streaming via BNet's Meeting Channel.

A conference highlight was presentation of the awards for the best SharePoint sites. A total of 40 sites were nominated in three categories. The winner in the Best Navigation/Structure category was the RSO Security Management Console, which changed how regional security officers report to Washington, D.C., replacing telegrams with customized forms and data lists that let Washington review trends. The RSO in Nicosia, Shawn Sherlock, said the site "saved

me 40 hours a year by moving so much of our reporting to SharePoint."

The winner for Best Visual Design-Aesthetics was the Diplomatic Reception Rooms site. The public site's appearance was improved by SharePoint so the Rooms could more effectively promote its Patrons of Diplomacy fund-raising effort. The site is at <https://diplomaticrooms.state.gov>.

The winner for Best Overall Experience was the site of the U.S. Embassy in San José, Costa Rica. Their site is organized by offices, topics and teams, meeting the requirements for online publication, collaboration and knowledge management. According to the post's Deputy Chief of Mission, Eric Nelson, "Our home page is a front office's dream, communicating all

the most essential news and information to the embassy team."

The People's Choice award went to the Bureau of Consular Affairs' Office of Passport Services, which received the largest number of votes overall. It uses SharePoint to facilitate collaboration and streamline business processes.

Andy Walsh, information program officer at the U.S. Embassy in Managua, Nicaragua, was also recognized as the Department's SharePoint Innovative Pioneer for establishing the online SharePoint Working Group in 2007.

All sites nominated for awards are at <http://conferences.state.sbu/spug/>. The conference was sponsored by the SharePoint Users Group and coordinated by staff from the Bureau of Information Resource Management's Office of eDiplomacy, the SharePoint Support Team, the Foreign Service Institute and other offices.

Watch the
video online at
[www.state.gov/
statemag](http://www.state.gov/statemag)



DS, Secret Service Partner In Papua New Guinea

Billions of dollars in investment are pouring into Papua New Guinea, improving infrastructure and jobs but also offering targets for criminals, who are becoming more tech-savvy and daring. To respond, a group of bankers and law enforcement officials asked the



Papua New Guinea

The post's regional security office, which routinely partners with police and bankers on financial crime and other criminal matters, subsequently hosted comprehensive training in May involving Special Agent Jeff Shelton, resident agent-in-charge of the U.S. Secret Service Office at the U.S. Consulate in Sydney,

U.S. Embassy in Port Moresby for help dealing with widespread financial crime and counterfeiting.

Australia. A veteran agent, Shelton spoke about the security features of U.S. and foreign currency and identity theft, access device fraud and related financial crimes.

Embassy Port Moresby invited 30 representatives from the Royal PNG Constabulary, PNG Central Bank, local commercial banks, customs officials and members of the private sector. The seminar displayed counterfeit detection equipment and involved practical exercises with real and bogus currencies that several attendees said looked authentic. One said his bank would rapidly deploy the new skills and equipment.

Ambassador Teddy Taylor attended and lauded the networking.

"The interaction between Diplomatic Security and the Secret Service stands as a model for the PNG authorities," he said. "When



DCM Paul Berg inspects U.S. currency to spot counterfeit bills.

these two outstanding law enforcement agencies combine forces, the results are quite impressive."

Embassy Port Moresby is already building on this partnership and

plans to hold a joint program involving U.S. Immigration and Customs Enforcement, based in Singapore, and the U.S. Coast Guard's regional office in Japan.

Missions Cooperate to Help Save Child's Life

In February 2010, N'Diawar Fall, the 10-year-old son of U.S. Embassy in Nouakchott mechanic Brahim M'Bareck, began to vomit blood, and his red-blood-cell count fell to less than half the normal level. He received transfusions, however, and survived.

This wasn't the first time he had such an episode; the boy suffers from a severe liver disease and has been unable to receive needed treatment in Mauritania or nearby Senegal. He could receive treatment in Tunisia, but plane tickets, lodging and medical care there were far more than the family could afford.

So, Embassy Nouakchott Foreign Service Health Practitioner Joan Grew and Patrea Heath and Julie Tambrini, the post's co-community liaison office coordinators, worked with Matthew Gaetano, director of the American International School of Nouakchott, to host a community Lap-a-thon in which the school's teachers and family members and embassy staff gathered at a local stadium to run and walk laps.

The students exceeded their \$5,000 goal, and the post's Locally Employed Staff Committee



Ambassador Jo Ellen Powell chats with N'Diawar Fall as his parents look on.

also collected money to help the boy. Within a month, more than \$7,000 was raised by the mission to send N'Diawar to Tunisia.

Meanwhile at the U.S. Embassy in Tunis, FSHP Grant Ludwig and Dr. Aicha Ben Moussa coordinated the boy's medical care, and the CLO, Tunisian LES association and American International School contributed time and donations. Free flights were arranged through Tunisair, and American families in Tunis opened their homes to the boy and his family.

In March, the boy was tested at a Tunisian clinic and found not to need surgery. Furthermore, his esophageal bleeding was improving, and medication was lowering his blood pressure. The donations raised enough to also pay for a year's supply of his medication and continuing care in Mauritania.

Doctors now think his illness arose from schistosomiasis, also known as bilharzias. Caused by parasitic worms, the illness affects 240 million people worldwide. The Office of Medical Services advises blood tests for all those departing posts where the illness is prevalent. For more information, consult your post's health unit or go to <http://www.cdc.gov/parasites/schistosomiasis/index.html>.

Staff Take a Spin on Bike to Work Day

At locations as distant as Rabat, Morocco, and the Harry S Truman Building in Washington, D.C., the Department undertook activities to promote Bike to Work Day, May 20.

In Washington, Under Secretary for Management Patrick Kennedy, the Department's senior sustainability officer, joined about 65 other bicyclists for a short afternoon ride around the Mall. The Foreign Affairs Recreation Association provided T-shirts, a local bike shop provided a vehicle that followed riders to prevent cars from

tailgating the cyclists and the Department provided access to the shower facilities it makes available to bike commuters daily. Some participants rode the bikes they'd ridden to work, and others used some of the 30 loaner bikes the Bureau of Administration makes available for employees' business trips and recreational riding during working hours.

Meanwhile in Rabat, the U.S. Embassy's Green Team organized a Bike-to-Work Day, for which it posted biking tips and recommended safe cycling paths on the team's new SharePoint site. At the event, many first-time riders rode

to work in groups, and extra bike racks were set up around the embassy compound. Participants cycled a combined 130 miles and prevented half a ton of carbon dioxide from entering the atmosphere. Most promised to continue biking.

Other environmental initiatives under way at the embassy include rewarding employee households that achieve the greatest decrease in energy consumption, finding ways to decrease water consumption—Morocco has a water scarcity problem—and increasing the amount and types of recyclables collected from the embassy.



Bike-to-Work event participants in Rabat received safe biking tips and route suggestions. **Right:** A local bike shop employee helps Under Secretary Patrick Kennedy adjust his helmet prior to the ride.



Annual Art and BookFair Planned

The 51st annual Art & BookFair of the Associates of the American Foreign Service Worldwide will be held Oct. 14-23 in the Exhibit Hall in Main State. One of the oldest continuous second-hand book sales in the Washington, D.C., area, the fair will feature thousands of used books, paintings, art objects, textiles and valuables from around the world plus CDs, DVDs, maps, ephemera, stamps, coins and more.

The fair's Collector's Corner features rare and unusual books from fine libraries. The fair's donors have lived worldwide and have donated many books and art items that cannot be found in any other book sale, AAFSW said.

The fair's opening day, from 11 a.m. to 4 p.m., is limited to Department of State badge holders,

spouses and escorted guests. From Oct. 17-21, the fair runs from 11 a.m. to 3 p.m. for badge holders and their guests.

On the weekends of Oct. 15-16 and Oct. 22-23, the fair runs from 10 a.m. to 4 p.m. and is open to the public with access through the C St. N.W., entrance.

The fair will accept Visa, Discover and MasterCard credit cards and personal checks. Proceeds from the sale benefit Foreign Service families, community projects and the AAFSW Scholarship Fund.

The AAFSW is now accepting donations, especially of rare books, art, stamps and coins. For free pickup or more information, call (202) 223-5796. More information is also at www.aafsw.org.





Human Rights Officer Ann Flynn, left, queries a poll worker while observing Nigeria's national elections.

Mission Nigeria Observes Credible Elections

Encouraging and helping Nigeria to hold free, fair, transparent, credible and peaceful elections is a top U.S. policy goal, so the U.S. Embassy in Abuja and the U.S. Consulate General in Lagos deployed more than 60 teams throughout Nigeria over four weeks in April to observe presidential, national assembly, gubernatorial and state assembly elections.



Nigeria

Nigerians welcomed the presence of U.S. and other international observers because they deterred malfeasance and afforded Nigerian voters an environment in which to hope that electoral authorities would accurately count their votes. International and domestic observers alike judged the elections as the most credible in decades.

Through the U.S. Agency for International Development and with the support of several organizations, the U.S. Mission committed \$32 million to help support the elections. The mission also helped get 52 political parties to sign a code of conduct, sponsored domestic and international observers and helped Nigerian civil society groups organize mechanisms to monitor and evaluate the electoral process.

"The time has come for Nigeria to take the next step to achieve its potential by embracing democracy fully," said U.S. Ambassador to Nigeria Terence P. McCulley just days before Africa's most populous country began the month of voting.

On April 16, incumbent President Goodluck Jonathan was elected to a new four-year term, receiving more than 22 million votes.

DS Educates Parents on Cyber Security for Kids

In May, the Bureau of Diplomatic Security's Office of Computer Security presented "Get Schooled: Kids and Cyber Security," an event designed to raise awareness about cyber security threats to children who use the Internet. Four experts on Internet and child-safety issues spoke about the risks to young online users as well as mitigation strategies and best practices to keep tech-savvy children safe online.

Studies show that children as young as two years old can browse the Internet, play video games and use smart phones, but they also face a unique set of dangers when online.

At the event, parents learned about cyber bullying, sexual predators, Internet crimes against children and risks associated with online behaviors, social networking sites and mobile devices. Speakers included Donna Rice Hughes, president and CEO of Enough

Is Enough; Dr. Sharon Cooper, an instructor at the National Center for Missing and Exploited Children; Dr. Michele Ybarra, president and research director, Internet Solutions for Kids; and Amanda Lenhart, senior research specialist, Pew Internet and American Life Project.

Mary Stone Holland, director of the DS Office of Computer Security, hosted the event and discussed the importance of children and cyber security.

"Even though we might know how to safeguard information at work, we might not always be as careful at home or know what our children are doing in cyberspace," Holland said. "Our Cyber Security Awareness Program aims to teach Department employees and their family members the concept of 'Safe at Work, Safe at Home.'"

The event also featured a musical performance by children from the Department of State's Diplotots day care facility and an information fair with training and awareness materials offered by the Department's Office of Innovative Engagement and Family Liaison Office, as well as the Department of Homeland Security and Federal Trade Commission.

More information about children and cyber security is at the Web sites of the FTC's OnGuard Online program, www.onguard-online.gov, and DHS's StopThinkConnect initiative, www.dhs.gov/stopthinkconnect.



Speakers Donna Rice Hughes, left, and Dr. Sharon Cooper answer audience questions.

Department Named Best Workplace for Disabled

CAREERS & the disABLED magazine has ranked the Department of State the best public sector workplace for persons with disabilities and given its Employee of the Year award to a member of the Department unit serving these employees.

The magazine cited the Department as its Public-Sector Employer of the Year for what it termed progressive efforts to recruit, hire and promote people with disabilities. Responding to its annual survey, the magazine's readers ranked the Department their top choice as an employer for which they would most like to work or which they believe is progressive in hiring people with disabilities. Among



the 20 top federal agencies ranked, the Department was preferred over, in order, the National Aeronautics and Space Administration, Department of Justice, Department of Education, U.S. Postal Service and Department of Defense.

DRAD Disability Resource Analyst Scott Duncan was named Employee of the Year, based on his nomination by the Department. The Department said Duncan has "used his unique combination of expertise in information and assistive technology to make a difference." As an example, it noted that Duncan traveled to Asia to implement hardware and software for a blind Foreign Service officer. In Washington, D.C., he provides support and training and equipment installation and configuration to 18 employees.

"We are proud that Scott chose the U.S. Department of State as his employer and congratulate him on being recognized as Employee of the Year," said Duncan's supervisor, Patricia Pittarelli.

STATE

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Millennials and Boomers Converge

The past 10 years have brought significant demographic change to the American workforce. Arguably, one of the most dramatic changes may not be the one that most immediately comes to mind. Today, four generations are working side by side, each with its own values, goals and communication approaches. Such broad representation of age groups in a work setting such as that of the Department is crucial to mission success. Collaboration, like most team efforts, requires assistance to reach its most productive levels. Yet, the crux of collaboration is communication, and communication is often

where multigenerational teams hit speed bumps.

The term “generation” roughly describes a group of people born in a similar time period who have shared formative experiences and often demonstrate similar values, including the values surrounding communication style. While not everyone fits neatly into a description, for argument’s sake the following industry-coined descriptions cover the major points.

Traditionalists, also known as veterans, the silent generation or radio babies, were born between 1920 and 1945, and are often characterized as preferring face-to-face communication to resolve problems, raise concerns or provide suggestions. Baby Boomers, individuals born between 1946 and 1964, are characterized as favoring group activities and preferring face-to-face communication. However, the younger members of this generation may surprise you, as they were among the first to embrace computers, video games and cell phones. Members of Generation X, born between 1965 and 1980, are thought to prefer efficient and in-the-moment communication, such as e-mail or telephone. Finally, the Millennials or Generation Y, born between 1980 and 2000, have always been surrounded by technology and tend to communicate via instant messaging, texting or other forms of rapid media. The common denominator among all generations is the need to collaborate.

In almost every bureau, office or section of the Department, the outcome of a task or assignment is the product of many hands. The messages exchanged to accomplish that task or fulfill that assignment run the risk of getting lost in translation. There are methods that managers, team leaders and even individual co-workers can apply to avoid miscommunication in intergenerational teams.

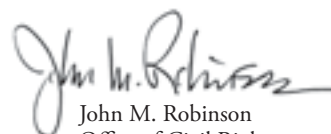
First, emphasizing commonality is one way to set the tone for success. It pays to have a plan and stick to it. Focus on common ground by keeping conversations focused on the objectives and goals. Otherwise, you may encounter drift from productive team interactions, which may lead to frustration and comments like, “You probably don’t understand because you are too old/too young . . .” or, “I have grandkids older than you.”

Next, tap your talent base by utilizing the experiences of everyone. Someone younger has a great deal to offer, including different perspectives that have not even been considered before. Someone older, who has typically “been there” and “done that” can provide institutional knowledge or serve as a reference for fine-tuning or augmenting the younger employee’s perspective to create a more effective final product.

Finally, leadership serves a team better when shared. There is a false assumption that the most senior person should always lead a discussion or project. When working on a team project, do not hesitate to allow the younger member take the lead. The more senior person may not want to be the leader again, and the junior member may want the leadership experience and appreciate some mentoring.

These are not hard and fast rules. Supervisors and team members should try them out to see what works. At the end of the day, leveraging diversity, not just intergenerational diversity, is an exercise in employing of all the Department’s resources, human and non-human, to achieve the mission.

You may have noticed the surge in the Department’s intern population between May and August. Take this opportunity to leverage the skills of all members of your team to achieve your office’s mission.


John M. Robinson
Office of Civil Rights





Above: Aleen Sutton, left, and Frednell Williams, both former Department budget officers, prepare to head to the morning's plenary session. **Right:** Ambassador J. Stapleton Ray, right, receives the Foreign Service Cup from Ambassador Paul Cleveland of DACOR. **Below:** AFSA President Susan Johnson and Deputy Secretary James Steinberg look upon the memorial wreath as it's placed before the AFSA Memorial Plaque, which honors those who gave their lives while employed by the Department or U.S. Agency for International Development.



Foreign Affairs
Day 2011 Focuses
On Mideast Issues
By Bill Palmer

What draws retirees from all over the country and even abroad to the Department's annual Foreign Affairs Day?

Perhaps Civil Service retiree Marilyn Shapiro, who comes every year from California, represents the majority. "I really enjoy seeing the people I worked with," she said at this year's event in May.

Her husband Allen, a World Bank Group retiree, likes the regional discussions, which he called "extremely insightful and delivered by high-level officials who are in the trenches."

Many enjoy the chance to interact with Department leaders, as the line at the microphones attested after Deputy Secretary James Steinberg's keynote remarks in the Dean Acheson Auditorium. And Steinberg welcomed the interaction, too. "I hope to draw on your experience and wisdom," he said.

Recent dramatic events in Africa and the Mideast were on many minds. In response to a question on the "Arab Spring," Steinberg said, "The United States has to be on the side of values we hold dear."

Also addressing the retirees were U.S. Agency for International Development Deputy Administrator Donald Steinberg and the Department's Under Secretary for Management Patrick Kennedy, who said the "smart power" approach to foreign policy elevates development and diplomacy to the same level as defense.

Luncheon speaker Under Secretary for Political Affairs William Burns talked about another kind of power—American "soft power," which he described as our "preeminent capacity for innovation."

During the luncheon, Director General Nancy J. Powell awarded the Director General's Cup for the Civil Service to Anita Botti, deputy director of the Secretary's Office of Global Women's Issues, for "her tireless advocacy for women's rights and the empowerment of women." Powell then awarded the DG's Cup for the Foreign Service to Ruth Davis, who recently retired with the rank of Career Ambassador. Powell called her "a legend to thousands of Foreign Service officers and Department employees."

Earlier in the day, the DACOR Foreign Service Cup was awarded to retired Ambassador J. Stapleton Roy, a three-time ambassador and assistant secretary, whose 45 years with the Department were marked by integrity and standing up for his people, according to DACOR Vice President Paul Cleveland.

In a solemn moment, another name was added to the 234 already inscribed on the Memorial Plaque in the C Street lobby of the Harry S Truman building. The American Foreign Service Association ceremony, presided over by AFSA President Susan Johnson and Deputy Secretary Steinberg, this year honored Eugene F. Sullivan, a Foreign Service officer with USAID who died of blackwater fever in Ethiopia in 1972. "His life was shaped by a powerful sense of mission to the poor and powerless," Steinberg said. Johnson also remembered another member of the Foreign Service family, Sharon Clark, who died of cerebral malaria in December 2010 while serving in Abuja, Nigeria. ■

The author is a writer/editor for State Magazine.



Above: Theresa Tull, left, who served as Ambassador to Brunei, listens as Susan Armbruster, a retired information technology officer, tells a story. **Right:** Deputy Secretary of State James Steinberg's keynote speech highlighted the accelerating pace of change and lamented the passing of Secretary of State Warren Christopher. **Below:** Anita Botti, left, and Ambassador Ruth A. Davis, right, receive the Director General's Cup for, respectively, the Civil Service and the Foreign Service from Director General Nancy Powell, center.





Below: Under Secretary for Political Affairs William J. Burns makes a point while addressing the Foreign Affairs Day lunch. **Bottom:** During a Q/A session, attendee William E. Rau, a member of DACOR's Education Committee, asks how officers' training needs will be addressed.



The following message was delivered on May 6, 2011 during Foreign Affairs Day in the Department.

THE WHITE HOUSE WASHINGTON

I send greetings to all those celebrating Foreign Affairs Day 2011 at the Department of State and our Embassies and Consulates around the world.

Today, we recognize the many Foreign Service professionals who are the backbone of American foreign policy. From strengthening our alliances and forging new partnerships to preventing violent conflicts and halting the spread of deadly weapons, you endeavor to promote global health, prosperity, and security. In the Middle East, North Africa, and beyond, you stand up for human rights and universal values, at times at great risk to your own safety. Every one of you is an Ambassador for America and your work embodies the values and ideals that have made our nation a beacon to the world.

Since taking office, I have committed the United States to a new era of international engagement grounded in mutual interests and mutual respect. Over the past 2 years, we have succeeded in restoring America's global leadership. Today, people around the world once again look to the United States as a partner as they pursue a more secure, prosperous, and democratic future for themselves and their children. This dramatic change in America's standing in the world-and the possibilities it creates for greater partnerships and progress-would not have been possible without your tireless efforts and the sacrifices you and your families make every day.

On this day, we also recognize those in your ranks who have made the ultimate sacrifice while in service to our country. We solemnly remember Eugene Francis Sullivan Jr., a Foreign Service Officer with the United States Agency for International Development from 1957 until his untimely death from black water fever, a complication of malaria on January 21, 1972, in Addis Ababa, Ethiopia. Today, Eugene joins other heroes on the Memorial Plaques honoring those who gave their lives in pursuit of a higher cause.

On Foreign Affairs Day, we pay special tribute to all those who have given their lives in service to our Nation. I proudly join Secretary Clinton in saluting those lost and in thanking the members of our diplomatic service for their selfless contributions to America and the world.



Green Spring

Earth Day 2011 celebrated
In DC and abroad

*By Kira Vuille-Kowing,
Megan Johnson and
Michael Fitzpatrick*

A clean beach resulted
from the Earth Day
activity at a bird sanctuary
in The Gambia.

To recognize Earth Day in April, the Department undertook several pro-environment actions abroad and in Washington, D.C.

In Washington, more than 300 people took part in a six-kilometer “Walk for Water” in honor of Earth Day and recognition of the people in developing countries who walk an average of six kilometers daily to collect drinking water. At the April 27 event at the Harry S Truman Building, reporters from CNN and the Voice of America interviewed Under Secretary for Democracy and Global Affairs Maria Otero and Christian Holmes, global water coordinator at the U.S. Agency for International Development.

“As nurturers and homemakers, women bear the overwhelming responsibility of finding and collecting water for their families. For many, this means spending more than 15 hours a week carrying heavy loads of water,” Otero said. “It keeps girls out of school and women from more productive economic activities.”

45-Pound Cans

To help participants better understand the difficulties of carrying water, the nonprofit WASH Advocacy Initiative brought jerry cans typical of the kind used in developing countries. Participants who hefted the water-filled 45-pound jerry cans gained an

appreciation for what walking six kilometers in search of water would mean.

Participants then walked the route, which ran along the city’s Rock Creek Trail toward Georgetown. The Swedish Embassy, located at the route’s turnaround point, offered refreshments and cheered the walkers. IL Creations, the Department’s cafeteria contractor, offered water at the finish line, and the Greening Diplomacy Initiative offered the first 50 finishers gift bags.

The Walk, a first for the Department, also attracted DC community participants and was hosted by the Greening Diplomacy Initiative’s Greening Council Working Group.

Also in April, the Department and Earth Day Network recognized Earth Day with a Billion Acts of Green campaign in which Department employees worldwide used a corner of The Sounding Board to log more than 1,300 “acts of green”—commitments to make environmental changes in their lives during April.

The post with the highest employee participation was the U.S. Embassy in Reykjavík, Iceland. Runners-up were the posts in Bratislava, Slovakia, and Canberra and Perth, Australia. The domestic bureau with the

highest participation was Overseas Buildings Operations. A video of recognition recorded by Assistant Secretary Dr. Kerri-Ann Jones of the Bureau of Oceans and International Environmental and Scientific Affairs is on BNET and the Department of State and OES Facebook pages. Contest pledges are at <http://soundingboard.state.gov/billion>.

Separately, the Department in April gave the U.S. Embassy in Ulaanbaatar, Mongolia, its first annual Greening Diplomacy Initiative award, for leadership and innovation in sustainability projects at Department buildings. The runner-up was the U.S. Mission in Geneva for its comprehensive

approach to greening. The award, which drew 130 submissions from diplomatic posts and offices, recognizes innovations in reducing posts’ environmental

footprint and keeping sustainability at the forefront of U.S. diplomacy.

“We can all learn from the great examples set by Ulaanbaatar, Geneva and all of the offices and posts who have demonstrated success in greening,” Under Secretary for Management Patrick Kennedy said in an Earth Day message.

Watch the
video online at
[www.state.gov/
statemag](http://www.state.gov/statemag)



Recycling Launched

Meanwhile in Monrovia, Liberia, the U.S. Embassy used Earth Day to launch that nation's first major recycling program. Members of the post's Green Team, including Financial Management Officer Javier Pareja and other volunteers, found a local company that had begun buying recyclable waste for bulk exports and opened a recycling center and distributed recycling bins to embassy offices.

Ambassador Linda Thomas-Greenfield and Monrovia's Mayor Mary Broh congratulated the team on its initiative to collect and recycle all paper, cardboard, metal and plastic waste generated by the embassy.

"The embassy's implementation of a large-scale recycling program is an incredible way to guarantee a large volume of segregated material for emerging recycling businesses," said CHF International Country Director Brett Sedgewick, who worked with the team. He said he expects the initiative will encourage similar efforts because "no one is doing such a comprehensive segregation recycling program at any scale."

Beach Cleaned

Meanwhile, at the U.S. Embassy in Banjul, The Gambia, the Green Committee held an April 15 cleanup at Tanji Bird Sanctuary, where the beach was covered with discarded netting and parts of Styrofoam buoys. Close to



Ambassador Linda Thomas-Greenfield, in red, and Monrovia City Mayor Mary Broh dedicate the embassy's new recycling center at the April Earth Day event.

a half-mile of beach was cleaned.

The turnout of an estimated 200 people included Ambassador Pamela White, post and Peace Corps staff and volunteers, Gambian officials, community groups and students from three schools. A Locally Employed Staff member said the cleanup was the most successful multi-stakeholder event she had ever experienced.

Ambassador White spoke of the U.S. commitment to sustaining environmental resources, and Consul Mike Fitzpatrick,

the Green Team's director, talked about the importance and history of Earth Day and post initiatives to recycle. Officials from the Gambian National Environment Agency thanked the embassy and pledged to work together with the post on future events. ■

Kira Vuille-Kowing is an office automation assistant in OES. Megan Johnson is assistant public affairs officer at the U.S. Embassy in Monrovia. Michael Fitzpatrick is a consul at the U.S. Embassy in Banjul.

Department Greens Its Landscaping

/// By Charles H. Morrill

Responding to suggestions posted on The Sounding Board and from other sources, the Greening Diplomacy Initiative's Employee Ideas Team has helped the Department become more environmentally responsible with the landscaping at its Washington, D.C., area facilities.

Looking into a suggestion from The Sounding Board that trees' leaves should be left where they fall, the team found that in accordance with the Department's landscaping contract, managed by the General Services Administration, leaf-blower use is limited to weekends and early morning hours in the fall, and that leaf debris is ground, composted and reused in landscaping—a Sounding Board suggestion for embassies overseas that is being applied right here at home.

When fertilizer is needed on the Department's domestic grounds, only all-organic materials are used, primarily by-products of the local poultry industry. Only natural, organic horticultural oils are used as pesticides, and they are applied in the minimum amounts needed. To treat for Dutch elm disease, a fungicide is injected, minimizing chemical exposure to the environment. Even the grease used in landscaping equipment is all biological, minimizing the release of petroleum-based residues.



The Department's landscaping includes trees that maximize the capture of rainwater for absorption into the earth, thus strengthening the local water tables and minimizing run-off.

To make for healthy grass, its length and frequency of cutting varies by season. In the spring, when the grass is growing quickly, it is kept to three inches. By June, as the growth slows and temperatures rise, the length is increased to four inches—another suggestion from The Sounding Board. By the fall, it returns to three inches and is cut as needed, depending on temperature and rainfall.

At the 72-acre George P. Shultz National Foreign Affairs Training Center (shown at left), all yard waste is reused onsite. Leaf mulch and recycled yard waste are used on plant beds and trees, and fallen trees or large branches are cut up and added as natural borders or chipped and used on utility vehicle trails.

More than 200 trees have been planted at the Shultz Center since 2008, converting lawn to woodland, reducing mowing and providing additional habitat for wildlife. Now, the Shultz Center has the most diverse stand of trees in all of Arlington County, Va., and is home to trees from around the world.

The author is post management officer in the Bureau of African Affairs and a member of the GDI Employee Ideas Team.



50th Anniversary

Officials recall Ops Center's responses to crises // By Dan Langenkamp, Alyce Abdalla and Pamela Bentley

The telephone number of the Operations Center is the first number U.S. diplomats call in times of crisis and the last number they are likely to forget. More than just a number, the Operations Center is the 24-hour nerve center of U.S. diplomacy, and it celebrated its 50th anniversary May 18. It was the stories behind that phone number that defined the event.

"One of my favorite stories happened just this past March," Secretary of State Hillary Rodham Clinton recalled at the celebration. A U.S. fighter plane crashed while enforcing a no-fly zone over Libya, she said. One of its pilots, while hiding in a farmhouse, was miraculously found by a Libyan who had participated in an International Visitor Program.

"So this Libyan gentleman didn't know what to do with this American pilot that he had literally stumbled upon," Secretary Clinton said. "So what did he do? He called Ops."

Hours later, after the Operations Center connected him to the Pentagon, the pilot was rescued.

Central Role

Since its founding on April 30, 1961, the Department's briefing and crisis coordination center has played a central role in U.S. crisis responses, operating for more than 438,000 hours without a break in service. The Operations Center was the first to call Secretary of State Dean Rusk, while on a plane to Tokyo, to tell him President John F. Kennedy had been

assassinated. It was also the last party on the line before personnel at the U.S. Embassy in Tehran were taken hostage in 1979. "We have to hang up now," an officer in Tehran told Ops as protesters stormed the embassy.

And an Ops Task Force kept an open line to the U.S. embassies in Dar es Salaam, Tanzania, and Nairobi, Kenya, after bomb blasts shattered those embassies in 1998.

Special Place

Ops' central role has won it a special place in many Department officials' hearts. "It wasn't my plane that I missed most when I left the Department," recalled former Secretary Madeleine Albright at the anniversary ceremony. "It was Ops."

Created as Cold War crises brewed in Cuba, the Congo and Berlin, the Ops Center was a first for the U.S. government. Ted Achilles, who was in charge of setting up the Operations Center, said Secretary of State Dean Acheson had called for Ops' creation shortly after the Bay of Pigs invasion.

"Set up a crisis center right now," Achilles wrote in his memoirs. "Figure out how to get rid of Castro, and then we'll see what else there is for the center to do."

There was plenty to do. At first, the Ops Center had little more than a single officer, one phone, a cot and a pitcher of water. Today, Ops has 60 full-time staff members and consists of the 24-hour Watch and the office of Crisis Management Support. The Watch is the communications hub of the Department, connecting the telephone calls of Department principals while staying abreast of breaking events to alert and brief top officials. Crisis Management Support monitors worldwide threats, coordinates post evacuations and stands up and supports Department task forces to facilitate an interagency crisis response.

"Ops is really at its best in a crisis," said Operations Center Director Rena Bitter, noting that Ops officers have worked around the clock during crises and were among the few Department staff working during 2010's "Snowmageddon" government shutdown.

So far, she said, the Watch is on track to patch more than 350,000 phone calls in 2011, beating the 2010 record because of calls arising from the Arab Spring and Japanese earthquake and tsunami crisis. CMS stood up 14 task forces in 2010, on crises ranging from the



Above: Secretary Hillary Rodham Clinton makes a point during the Ops' anniversary celebration as from left, former Secretaries of State Madeleine Albright and since deceased Lawrence Eagleburger listen. **Below:** The task force set up to monitor developments related to President John F. Kennedy's death tracks fast-breaking events.

Haiti earthquake to WikiLeaks' disclosures of purported Department cables.

Service Organization

At heart, Ops is a service organization. So, it began its 50th anniversary commemoration April 30 with 24 hours of worldwide service.

Ops alumni conducted community service projects around the globe at such locations as:

- The U.S. Embassy in Athens, where staff conducted a food drive and delivered proceeds to a soup kitchen;
- The U.S. Embassy in Bangkok, where volunteers donated art supplies to a community center and spent the day painting with children; and
- The U.S. Embassy in Zagreb, where employees helped renovate a home for the elderly.

In Washington, D.C., 30 members of the Watch volunteered at two food kitchens, painted a public school and assembled packages for the homeless on the Watch floor.

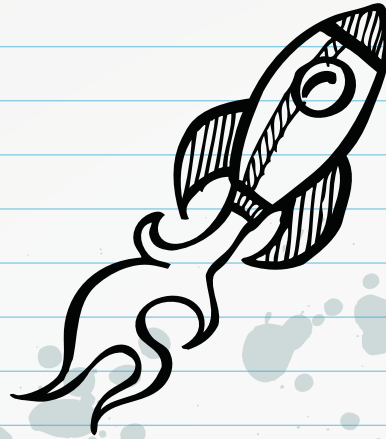
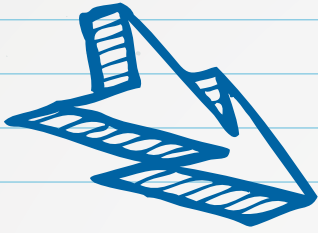
To provide a glimpse into its role in history, Ops retrieved and declassified a range of its official correspondence for a commemorative exhibit that will remain on display through the summer in the Exhibit Hall at Main State. It will then become part of the U.S. Diplomacy Center's permanent collection.

Ops' service orientation, in fact, is one of its greatest assets. "When the phone rings at Ops, whatever time it is, somebody is there—not just to answer the phone, but to really understand what needs to be done," Secretary Clinton said. "And that makes it possible for us to do our work here." ■

The authors are Ops Center Watch officers.



★ Take Your Child to Work Day

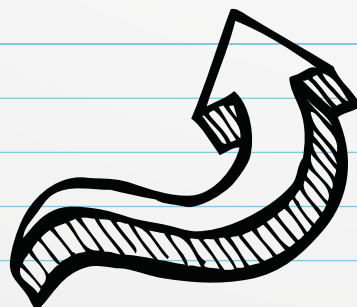


Lessons at State



Special day captivates employees' children

Story by Ed Warner // Photos by Bill Palmer and Ed Warner





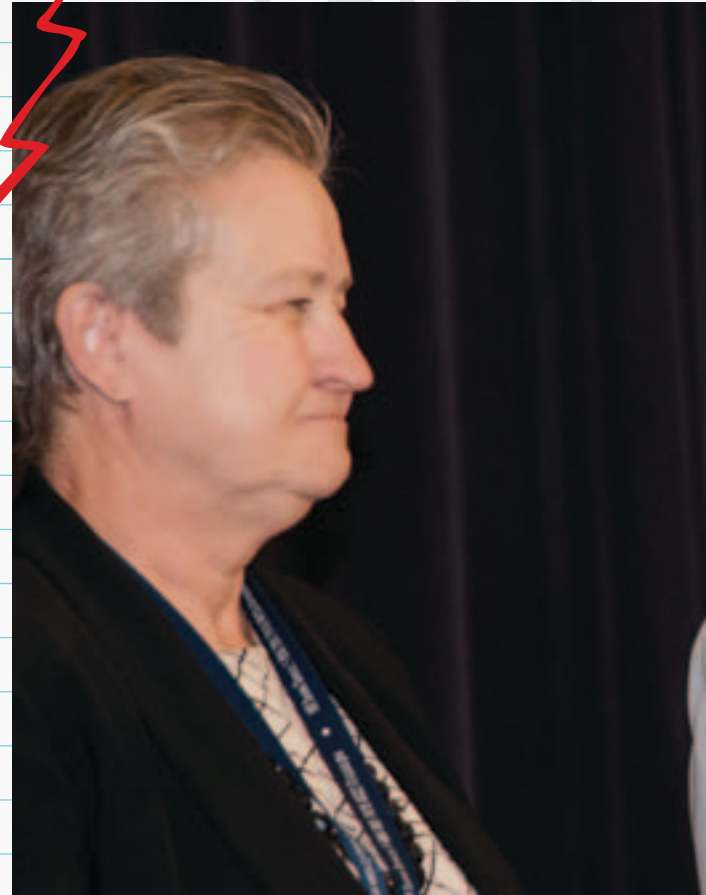
Hundreds of children of State Department employees came together for one day at Main State in April to talk about their backgrounds—what their parents do, where their families have lived—and to learn about the Department’s work and the world in general.

They were brought together by Take Your Child to Work Day, one of the larger implementations of the annual event done headquarters-wide by any federal agency in Washington, D.C., said one of the day’s organizers, Penny McMurtry.

All told, the day drew 678 children of 506 employees, said McMurtry, of the Office of Employee Relations. The children could choose from 66 activities, each typically lasting less than an hour. The activities included several mainstays of the annual event, such as the “backstage tour” of Main State that shows operation of its cooling units and elevators, and the “Tin Can Man” project, in which children use wire and beads to turn discarded tin cans into arty robots.

Liam Killeen, left, and Austin Cohen are sworn in as employees for the day. **Above:** Jason Bell and Brandi Wimpye look very elegant in traditional costumes from Mongolia and Vietnam during the “Journey to Asia” activity.





Above: Noah Loi shows off an origami crane he made during the "Journey to Asia" activity. His father, James Loi, works in the Bureau of East Asian and Pacific Affairs. **Right:** Sabrina Mazer watches Dragon Naturally Speaking Software translate spoken words into text at the open house held by the Disability Resource Accommodation Division at its Foggy Bottom center. **Below:** Leah Surikov uses the Bureau of Diplomatic Security's computerized system to make an inkless fingerprint as part of creating a personalized identification document. Her mother, Alla Surikov, works in the Bureau of Educational and Cultural Affairs.



★ Take Your Child to Work Day



Left: Director General Nancy Powell prepares to introduce Secretary of State Hillary Rodham Clinton to the day's plenary session. **Below:** Warren Fleming-Hollinger and his mother Colleen Fleming examine a document in the Treaty Room.

daily life. Participating employees dressed as members of the Starship Enterprise's crew, with Douglas Moors going a step further by donning pointy "Mr. Spock" ears.

The Bureau of Administration offered the most sessions, a dozen, and McMurtry said the Bureau of Diplomatic Security also deserves kudos for doing presentations that weren't limited by how many could attend. These included its Lights and Sirens display of DS vehicles and several demonstrations of its bomb-sniffing dogs.

After the swearing-in, the youths dispersed to a host of activities that ran until after 2 p.m. One, held by DS, revealed online risks via an "Are You a Cyber Superstar?" game based on celebrities who have encountered cyber threats. For example, hackers sent fake messages from Britney Spears's Twitpic account in a scam to obtain fans' personal information. In another case, hackers declared Justin Bieber was dead on YouTube to trick fans into uploading malware onto their computers.

"Be careful when you click on Internet links," warned facilitator Katherine Martini, of the DS Cyber Security Awareness Team.

Several sessions also used quizzes. At the session titled "Where in the World Is the Secretary (of State)," hosted by the Bureau of Human Resources, participants answered questions about nations the Secretary visited

during 2011. The favorite sport in Egypt? Answer "soccer" and the participant could check off that nation, visited in March.

At the game show hosted by the Bureau of European and Eurasian Affairs, questions dealt with European nations and cultures. What nation is Dracula from? Don't say Transylvania as one youth did—it's just a region of the count's home nation, Romania. Aware that regional borders may have changed since Dracula's day, the judges mulled, and when that contestant, Billy Meara, followed up with "Romania," he won the point.

Other sessions were hands-on. One involved coming up with ways to use crushed-paper wrapping to protect an egg dropped from shoulder height. The outcome: plenty of cracked eggs. Another gave teams containers of liquid that changed color when encountering an acid, like juice from the lemons they also received. The session, sponsored by the Bureau of Oceans, Environmental and Scientific Affairs, taught how increased carbon dioxide in the air makes the seas more acidic.

That session, titled "Lionfish, CO₂ and Polar Bears.... Oh My!" to reflect some of the creatures affected by more-acidic oceans, also involved questions. "What's in the Arctic?" asked facilitator Brittany Hale, an OES intern. "Penguins," responded the children.

Wrong. They're only in the Antarctic.

Which shows just how much children—or parents—can learn at Take Your Child to Work Day. ■

The author is deputy editor of State Magazine.

Secretary Speaks

At the day's opening event, attended by more than 1,000 parents and children in the Dean Acheson Auditorium, motivational speaker Carol Moore got parents and children excited using warm-up activities, and then Secretary of State Hillary Rodham Clinton delivered the keynote address and swore in the youths as Department employees for the day. Moore offered life lessons—"Smile and you are guaranteed to get a smile back"—and asked the children to shout out where they'd lived. The responses—Montenegro, Poland, China, Micronesia, Brazil and elsewhere—revealed a true Foreign Service-dependent audience.

Then, she asked them to shout what their parents do at work. "He travels a lot," responded one; "He gets papers ready for the Secretary of State," said another.

Secretary Clinton then thanked the children for supporting their parents' work, saying "We couldn't do it without your understanding and support." She also explained the Department's mission in a nutshell: "We do the work we do because we want you to have a better future."

Space Place

Each activity was sponsored by a bureau or office. For instance, the Ralph Bunche Library marked the retirement of the Space Shuttle program with an activity emphasizing space travel and how its innovations are used in



Building Security

Over the past decade, the Bureau of Overseas Buildings Operations' compound security upgrade program has focused on upgrades of the physical security of diplomatic facilities worldwide. Projects include replacing doors and windows with those that are forced-entry and ballistic-resistant, or "FE/BR," and upgrading perimeter barriers, environmental security and emergency egress points at diplomatic compounds, and schools and recreation centers overseas.

Following the 1998 U.S. embassy bombings, the Department embarked on an ambitious program to replace deficient buildings with new safe, secure and functional facilities. OBO also realigned its existing security upgrade program, which had concentrated on lobby access-control renovations and perimeter upgrades, so that the program now complements the new Capital Security Construction Program. Security upgrades were focused on compounds having deficiencies but unlikely to be relocated to new facilities in the near term.

Both new programs aimed to make all U.S. diplomatic posts safer and more secure by either moving them into a new compound or upgrading the existing facility. Major projects include adding compound access controls; upgrading posts' perimeters, barriers, public access controls; installing and upgrading FE/BRs and undertaking other physical security measures.

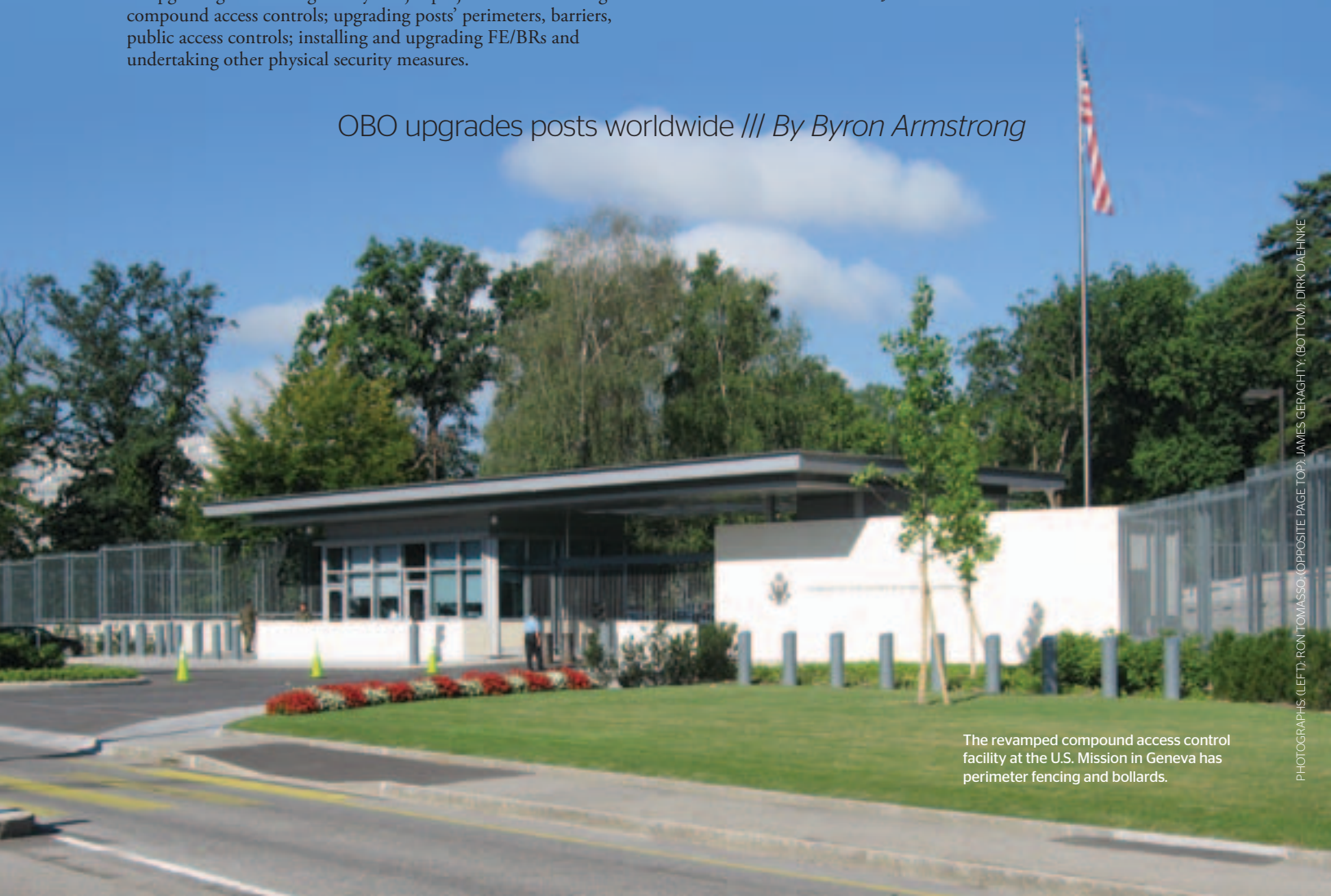
43 Projects

Since 2005, OBO has completed 43 comprehensive upgrade projects that were developed in coordination with the posts. OBO awards about 10 projects for design and construction annually, and its Office of Construction Management manages the projects. OBO also provides funding and design assistance, if needed, to minor upgrade projects, which are low-cost, high-impact projects that are generally managed by post.

The program also funds upgrades that provide interim protection in the event of a terrorist attack or natural disaster, often providing funding to posts within days of an incident. Following the attack on the U.S. Consulate General in Peshawar, Pakistan, in April 2010, OBO's compound security program funded reconstruction of the CAC and barriers and shipped FE/BR products from its government-purchased equipment program so rapidly that they arrived before the month's end. Similarly, the program funded an immediate upgrade to the U.S. Embassy in Port-au-Prince, Haiti, following the January 2010 earthquake.

An important security feature of overseas office buildings, FE/BR doors and windows have saved lives at many posts. FE/BR doors and windows, for instance, prevented attacking terrorists from entering the U.S. Consulate General in Jeddah, Saudi Arabia.

OBO upgrades posts worldwide /// *By Byron Armstrong*



The revamped compound access control facility at the U.S. Mission in Geneva has perimeter fencing and bollards.

Technicians Trained

OBO's compound security upgrade program executes large reinstallations of FE/BR doors and windows and the replacement of individual doors or windows. The program recently funded training of 24 regional security technicians in FE/BR repair and maintenance. FE/BR doors and windows are maintenance-intensive due to their size and weight, and the technicians' maintenance is required for optimal performance.

In addition to protecting facilities and staff from explosions, OBO's compound security upgrade program pays attention to chemical and biological threats. Now, all new office facilities must incorporate environmental security systems, as well as mail-screening facilities, to prevent contamination within the building. The program also covers environmental security upgrades to the ventilation systems of older, existing office buildings.

Soft Targets

In addition, the compound security upgrade program addresses "soft targets" such as overseas schools by providing grants for security upgrades. Since its inception in 2004, the soft target program has provided more than \$100 million for such security upgrades. Most recently, a grant to the Singapore American School funded an access-control card-reader system for controlled entry to the school's 36-acre compound. The American School has 4,485 students and staff.

Upgrading security at existing facilities can be challenging. For instance, having a building set back sufficiently from a road improves its protection from car bombs, but achieving the maximum setback may call for undertaking construction at or beyond the post's property lines. Sometimes local authorities require that a post's construction look "temporary" or that the post engage in extensive coordination with local authorities on matters such as aesthetics. In extreme cases, OBO has had to reroute or move major roadways to provide additional setback or even install lines of bollards across public streets and through cemeteries. OBO has also built barrier walls on railroad overpasses and even relocated statues and monuments to enhance a post's security.

Making the security upgrade program work requires collaboration among many entities, and challenges also arise from limited funding, evolving priorities and changing requirements. Since 1998, OBO has spent nearly \$1.4 billion on security upgrades to existing facilities.

The Department's personnel and facilities remain terrorist targets, as proven by the attacks against U.S. diplomatic facilities in Kolkata,



Above: Before and after (right) images of the main lobby of the U.S. Consulate General in Riyadh, Saudi Arabia, show the installation of customized forced-entry grilles. **Below:** The U.S. Embassy in Vienna displays its pedestrian compound access control facility.

Damascus, Sanaa and elsewhere over the past decade. Fortunately, in each of these attacks, recently completed security upgrades prevented or reduced damage and casualties. In other cases the hardening of existing facilities has persuaded potential attackers against taking action. OBO's compound security upgrade program has probably saved lives and will continue to respond to the changing threat environment. ■

The author is the Compound Security Program manager in OBO's Office of Security Management.





A young Muslim volunteer paints a child's face at an interfaith carnival in Chicago.

Reaching the Faithful

Engaging believers to advance foreign policy /// *By Robert Tice Lalka*

A seminar hosted by the Foreign Service Institute in March involved a rabbi and an imam, plus such officials as U.S. Ambassador to the Holy See Miguel Diaz and former chairperson of the White House Office of Faith-Based and Neighborhood Partnerships Melissa Rogers. They came together for the first interagency policy seminar on engaging faith communities to advance foreign policy objectives.

The conference was organized by the Office of the Under Secretary for Democracy and Global Affairs, Office of International Religious Freedom and Secretary of State's Global Partnership Initiative with help from the White House Office of Faith-Based and Neighborhood Partnerships, U.S. Agency for International Development and U.S. Institute of Peace.

"Organized religion makes up the largest part of civil society around the world; nearly 85 percent of people worldwide participate in a faith tradition," Under Secretary for Democracy and Global Affairs Maria Otero told the gathering. "We need to engage with religious communities to have a holistic understanding of the factors at play in any given country."

Other seminar speakers included a co-founder of the New Evangelical Partnership for the Common Good, Richard Cizik; Georgetown University's Religious Freedom Project Director Thomas Farr; and the president of the Institute for Global Engagement, Chris Seiple.

The reasons for engaging faith communities range from informing policy planning to influencing policy outcomes. The bottom

line: Faith groups are key stakeholders in U.S. foreign policy—and potential partners.

"In every country where the U.S. government has a presence, priests, rabbis, imams, monks, nuns and their congregations are promoting community and the common good, fighting poverty and discrimination, combating slavery and trafficking, healing the sick and protecting the fragile planet that we inhabit," Otero said, noting that this work dovetails with much of her work and that of the U.S. government generally.

As noted by the Quadrennial Development and Diplomacy Review, the United States cannot engage the world through governments alone. The National Security Strategy mentions partnerships more than 30 times, and President Obama has called partnerships "a defining feature of our foreign policy."

Faith communities harness billions of dollars to drive social change, complementing the U.S. government's work in development. Often, they are the most influential actors in remote areas or engaged in work that dovetails with U.S. human rights efforts, particularly for international religious freedom.

Therefore, Secretary of State Hillary Rodham Clinton has called for greater coordination with faith communities, and the Department's Office of International Religious Freedom has created a Department-wide Religion and Global Affairs Community for officers to share strategies for engaging religious ideas, actors and communities.

The White House, meanwhile, has created an interagency task force for Religion and Global Affairs. Joshua DuBois, executive director of the White House Office of Faith-Based and Neighborhood Partnerships, said the task force was set up because "faith leaders are among the most trusted members of their societies around the world ... Religious networks often reach places where we are not, especially in remote, difficult-to-access locations, and faith leaders



Above: Staff members of nongovernmental organizations meet with the new Ambassador-at-Large for International Religious Freedom Suzan Johnson Cook, seated second from left. **Left:** Three interfaith leaders work together to build a community garden.



often wield credibility that government actors lack."

Mapping Process

The interagency seminar was preceded by the creation of another first: establishment of a whole-of-government mapping process to determine what the U.S. government is doing to engage faith communities to advance foreign policy objectives. Nine federal agencies and 167 U.S. embassies contributed. The embassies almost unanimously reported having contact with host nations' religious leaders and conveyed a deep appreciation for how further engagement could advance foreign affairs goals. While most embassies

said outreach occurred primarily during ceremonial events, 18 percent reported activities or programs that were ongoing and oriented toward sustainable partnerships.

One example is the USAID Mission in Madagascar, which works with Christian, Muslim and traditional religious leaders to disseminate information on maternal and child health and fighting malaria and other diseases. The mission works with churches, temples and mosques in 422 communities.

Regional Conference

Another example is the U.S. Embassy in Dhaka, Bangladesh, which recently hosted a regional conference on the "Role of Religious

and Community Leaders in Advancing Development in Asia." The conference brought together more than 60 interfaith leaders, political actors and development practitioners from 14 Asian countries.

The U.S. Department of Agriculture is also involved; it has consulted with religious authorities in a number of countries about importing and exporting kosher and halal meats.

The President and Secretary of State have said they want activities like these to become more common. To help make that happen, the Department plans to integrate faith-based partnerships into other training. A new FSI course, PP225: Religion and Foreign Policy, will provide officers the opportunity to practice the skills necessary to build productive relationships with religiously motivated actors. The Department is also seeking policy guidance and legal guidelines on engaging faith communities abroad.

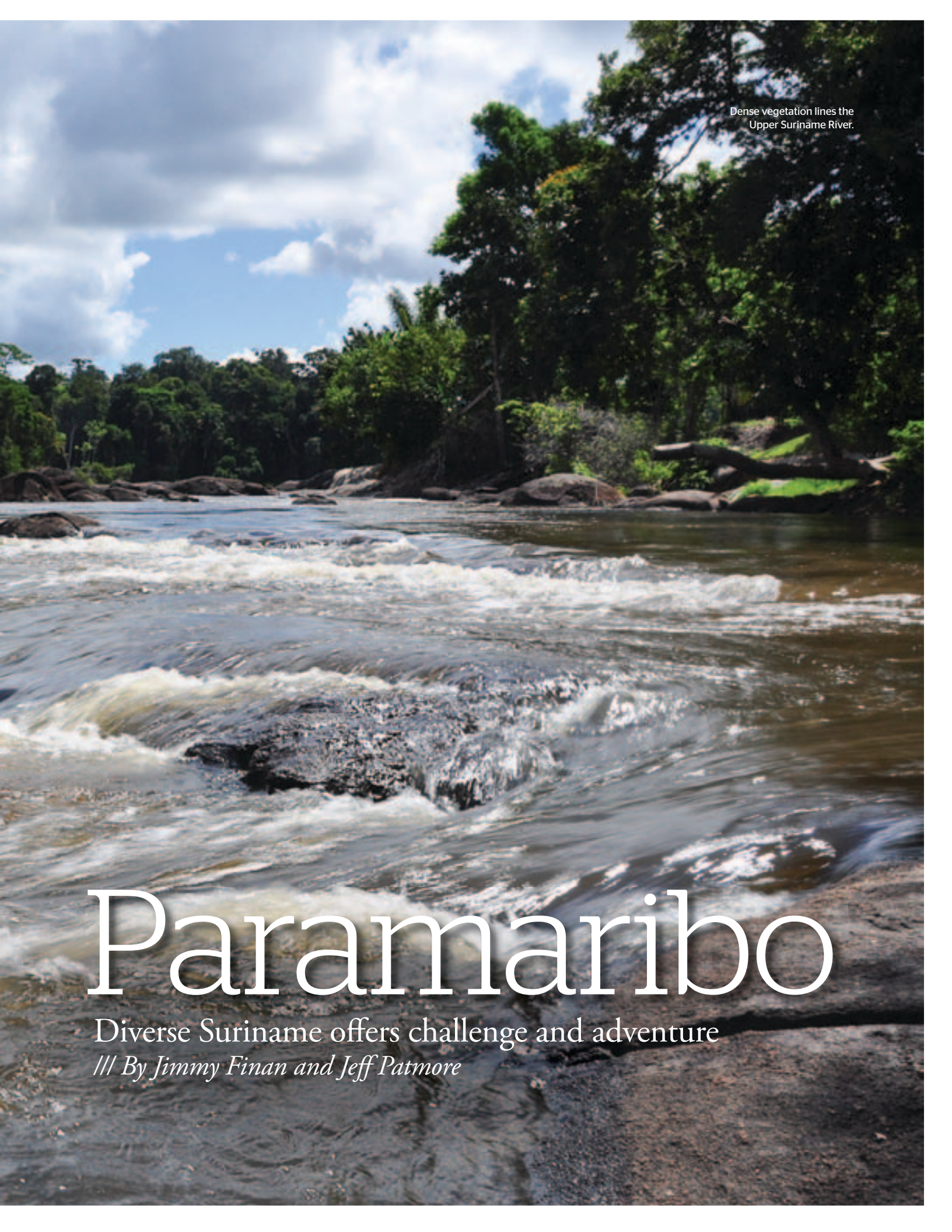
The Department welcomes the chance to hear of other examples of faith-based engagement. Messages can be sent to partnerships@state.gov. ■

The author coordinates faith-based partnership efforts in the Secretary of State's Global Partnership Initiative.



Post of the Month





Dense vegetation lines the
Upper Suriname River.

Paramaribo

Diverse Suriname offers challenge and adventure

/// By Jimmy Finan and Jeff Patmore



A mosque and synagogue standing next to one another epitomize Surinamese tolerance and acceptance.

Paramaribo
(Par-uh-MAR-ee-boh)
epitomizes many
officers' idea of the
Foreign Service:
adventure, challenge
and an embrace of
the unknown.

Suriname, which gained its independence from The Netherlands in 1975, is the smallest country in South America and lies on the northeast coast, snuggled between Guyana, French Guiana and Brazil. Due to some quirky twists of colonial history, this Dutch-speaking country is surrounded by French-, English- and Portuguese-speaking peoples; you hear Spanish only when you turn on cable television.

Suriname itself is known for the amazing diversity of its people—ethnically, religiously and culturally. Catholics, Protestants and Hindus each comprise about 25 percent of the population. Muslims comprise 15 percent—the highest percentage of any country in the Western Hemisphere. Jewish immigrants built one of the first synagogues in the Western Hemisphere in 1685 at what is now known as Jodensavanne. Maroons, descendants of

escaped slaves, forged their own identity in the rain forest, with a culture and languages that evoke memories of Africa. And Amerindians still maintain a traditional way of life in other rain forest villages.

Despite this diversity, the groups have come together to form a true Surinamese identity, and although most retain their own customs and languages at home, a cursory glance at the people reveals the depth of integration among the many groups. According to the post's regional security officer, one advantage to this is that "all of us look like we could be from Suriname," so post officers can blend in should they choose to do so. Surinamers are an open and welcoming people who go out of their way to make foreigners feel at ease.

The U.S. Embassy community is small, with 25 direct-hire Americans and eligible family

PHOTOGRAPHS: U.S. EMBASSY IN PARAMARIBO; (OPENING PAGE AND FAR RIGHT): RYAN DAPREMONT; (OPPOSITE PAGE TOP): ERIK ANDERSON



Clockwise from above: Canoers get a good view of the Grandan Falls; Surinamers ring in the new year with long firecracker strips called *pagaras*; an embassy running team took second place in the Coronie Dijkrun 5K team competition.



members who fill four full-time positions. The post tries to engage EFMs with challenging work in a country with limited outside employment opportunities. Though the staff is small, the workload is heavy and diverse, with issues ranging from tracking the expanding informal gold-mining activity and its environmental impact, increased drug flows across porous borders, the 2010 democratic election of a former military dictator with earlier indictments for both murder and narcotics trafficking, and two unresolved border disputes.

To focus on these issues, the embassy is home to State Department and Drug Enforcement Administration employees, a military liaison office, a Force Protection Detachment and an experienced and talented pool of more than 50 Foreign Service National employees. Growth is expected and planned

Coastal breezes offer some respite from the heat to customers at cafés along the *waterkant* (riverside).

maritime security. The office also administers a partnership between the South Dakota National Guard and Surinamese military and supported several humanitarian and civic assistance missions, including a visit by the USS Iwo Jima.

An active public affairs section helps

for as the embassy prepares to move to a new compound.

The MLO has been particularly busy over the past year managing the U.S.-Suriname cooperative effort to strengthen border and

maintain a positive image of the United States among Surinamers, for whom Miami is a top vacation and shopping destination. The Peace Corps has been active in Suriname since 1994 and has some 50 volunteers, many serving in spartan and isolated conditions. The volunteers have such a good reputation that villagers in the interior have asked the ambassador how they can host a volunteer in their community.

During downtime, embassy personnel find that Suriname is a great place to relax. Coastal breezes offer some respite from the heat to customers at one of Paramaribo's many outdoor restaurants and cafés along the *waterkant* (riverside). The Guiana shield, a geological formation of which Suriname is a part, is based on an Taino Indian word meaning "land of many waters," and between the rivers and the rain, the name is quite apt.

Post of the Month



Clockwise from left: The sloth is one of many exotic creatures found in Suriname; Ambassador John Nay, right, and Russell Mittermeier, president of Conservation International, enjoy the view after reaching the summit of Van der Wijk; small-scale illegal gold mining is a threat to the health of indigenous communities and the environment.



In addition to many trips planned by the community liaison office, there are numerous opportunities outside the embassy to plan adventures and meet people—everything from seeing pink-bellied river dolphins swimming at the mouth of the Suriname River to watching endangered leatherback turtles lay eggs on the pristine beaches in Matapica. Many employees have found that the best way to enjoy the interior is to go with a qualified guide to climb isolated hills known as inselbergs to see the rain forest from above for as far as the eye can see and perhaps glimpse spider or howler monkeys, an anaconda or the elusive jaguar.

Embassy Paramaribo has gained a reputation as a family post, with almost as many school-aged children as officers. Children benefit from inexpensive music, swimming, tennis and horseback-riding lessons, and their parents appreciate the affordable day care. For those who enjoy nightlife, Paramaribo offers bars, clubs, a plethora of casinos and restaurants for

almost every taste. Those who know where to look and have a sense of culinary adventure can get inexpensive authentic local meals: a mixture of Indonesian, Indian and Chinese dishes made with indigenous ingredients.

Even with these advantages, there are genuine reasons why the post has a high differential and remains historically difficult to staff. The constant heat and humidity, two rainy seasons and the accompanying flooding can be a challenge for homes and offices. With no direct flights to the United States, the post is isolated. There are regular hops to Aruba, Trinidad and Curaçao, but a trip to the United

Embassy Paramaribo has gained a reputation as a family post, with almost as many school-aged children as officers.

States requires multiple layovers and inconvenient departure times. In town, there are two cinemas and some entertainment complexes, but a noticeable dearth of international cultural events such as concerts and theater.

Despite these drawbacks, Suriname brings out the best in many at the embassy who feel they are witnessing visible, concrete progress on a monthly basis in this developing nation.

Paramaribo would be a good posting for those ready to embrace the “foreign” in Foreign Service, witness firsthand a country that might develop with the income from its natural resources or fall backward through the corrupting effects of smuggling and weak governance, and serve in a land that few know exists, but will accept and appreciate them from the first day of their arrival. ■

Jimmy Finan is the general services officer and Jeff Patmore is the management officer at the U.S. Embassy in Paramaribo.

PHOTOGRAPHS: U.S. EMBASSY IN PARAMARIBO; (FAR LEFT): RYAN DAPREMONT; (BOTTOM RIGHT): JIMMY FINAN

Ambassador John Nay, center, leads off one of 10 U.S.-Suriname Friendship Walks.



At a Glance >>>

Suriname



Capital: Paramaribo

Government type: Constitutional democracy

Area: 163,820 sq. km.

Comparative area: Slightly larger than Georgia

Population: 491,900

Languages: Dutch (official), English (widely spoken), Sranang Tongo (Surinamese, sometimes called Taki-Taki), Caribbean Hindustani (a dialect of Hindi), Javanese

GDP - per capita: \$9,700

Export commodities: Alumina, gold and crude oil

Export partners: Canada, Belgium and United States

Import commodities: Equipment, petroleum and food

Import partners: United States, Netherlands and Trinidad and Tobago

Currency (code): Surinamese dollar (SRD)

Internet country code: .sr

Source: Country Background Notes

Giving History

October marks the 50th anniversary of the creation of the Diplomatic Reception Rooms and the creation of the first endowment to support and preserve the Rooms and their collections, acquire new pieces and expand educational programs. The endowment's ultimate goal is \$20 million, and more than \$15 million has been raised to date.

The Diplomatic Reception Rooms are used in high-level diplomacy such as the recent strategic talks with China. Portions of them can also be toured three times a day. Last year, more than 90,000 people visited the Rooms.

"Each of the objects in the collection has two stories: the story of the remarkable craftsman who created the work of art and the story of the patriot who owned the object," said Curator Marcee Craighill. "With this endowment, we will be able to share these stories with people around the world who would not otherwise be able to learn about the collection."

Plans for the educational programming include an enhanced Web site with information about each of the objects and its provenance and role in American history, as well as creating a searchable database, historic timeline and materials for classroom use.

Several items reflecting milestones in American history are among the objects and furnishings the Rooms acquired in 2010. They include a saddlebag made by the Cheyenne Indians, a Revolutionary War-era medal and a signed letter from Thomas Jefferson to George Washington sent while the former was Secretary of State.

Some of the items were provided directly by donors, while others, such as the medal, were purchased with donated funds. During 2010, the Rooms received more than \$2 million in donations.

Donors of items and funds were honored in May at a reception hosted by Secretary of State Hillary Rodham Clinton. The Rooms, she said, show the world the depth of American artistry, ideas and creativity.

"Sometimes when we're in one of these rooms having a meeting or a dinner, a lunch or a breakfast, grappling with some very challenging problems, I take a lot of comfort from looking around the room and seeing a painting or a piece of porcelain or a beautifully crafted piece of furniture," she said.

Historic Medal

Although one of the smallest items among the Rooms' 2010 acquisitions, the Revolutionary War-era medal has one of the biggest stories. The medal is a Society of the Cincinnati badge and ribbon given to Secretary of State Timothy Pickering in 1784. Pickering served in the Continental Army as adjutant general and was Secretary under Presidents Washington and John Adams.

The Jefferson letter also has a significant story. Written in 1792, it tells Washington of a model for a machine for sawing stone that Jefferson had brought home. At the time, it was part of the Secretary of State's role to supervise the issuance of patents. Jefferson's letter invites Washington

to "drop by and view the model," and includes information about a similar device. According to the Rooms' acquisitions catalog, the invitation may reflect Jefferson's doubts over whether the invention associated with the model was patentable.

Cheyenne Craftsmanship

The Cheyenne saddlebag reflects how the Rooms incorporate a range of aspects of American history and include objects recognized for their craftsmanship and historical significance. The one-piece bag, made around 1880, has German silver conchos and bells, and would have carried small items while draped under a saddle. Very few Cheyenne saddlebags of the period survived in such good shape, said the acquisitions catalog.

Other beautifully crafted items marking a key point in U.S. history are a pair of Chinese export porcelain urns, acquired with donated funds.

The urns stand more than 18 inches tall, date from around 1780 and evoke the period in American history marked by the China trade. Painted on the urns is a country house within a gilt floral border.

Other items of craftsmanship acquired by the Rooms in 2010 include a table and mirror that incorporate the eglomisé technique, in which reverse-painted glass reflected scenes of allegorical figures from Greco-Roman mythology. The Baltimore-made pier table is especially unique, the exhibition catalog said, because the technique was more commonly used on frames and mirrors. The table dates to around 1800 and has a serpentine gray marble top and tapering legs with hand-painted fluting.

The mirror dates to the early 1800s and once hung at a late-17th-century plantation in the Hudson River Valley. It was originally loaned to the collection by the Room's architect, Edward Vason Jones.

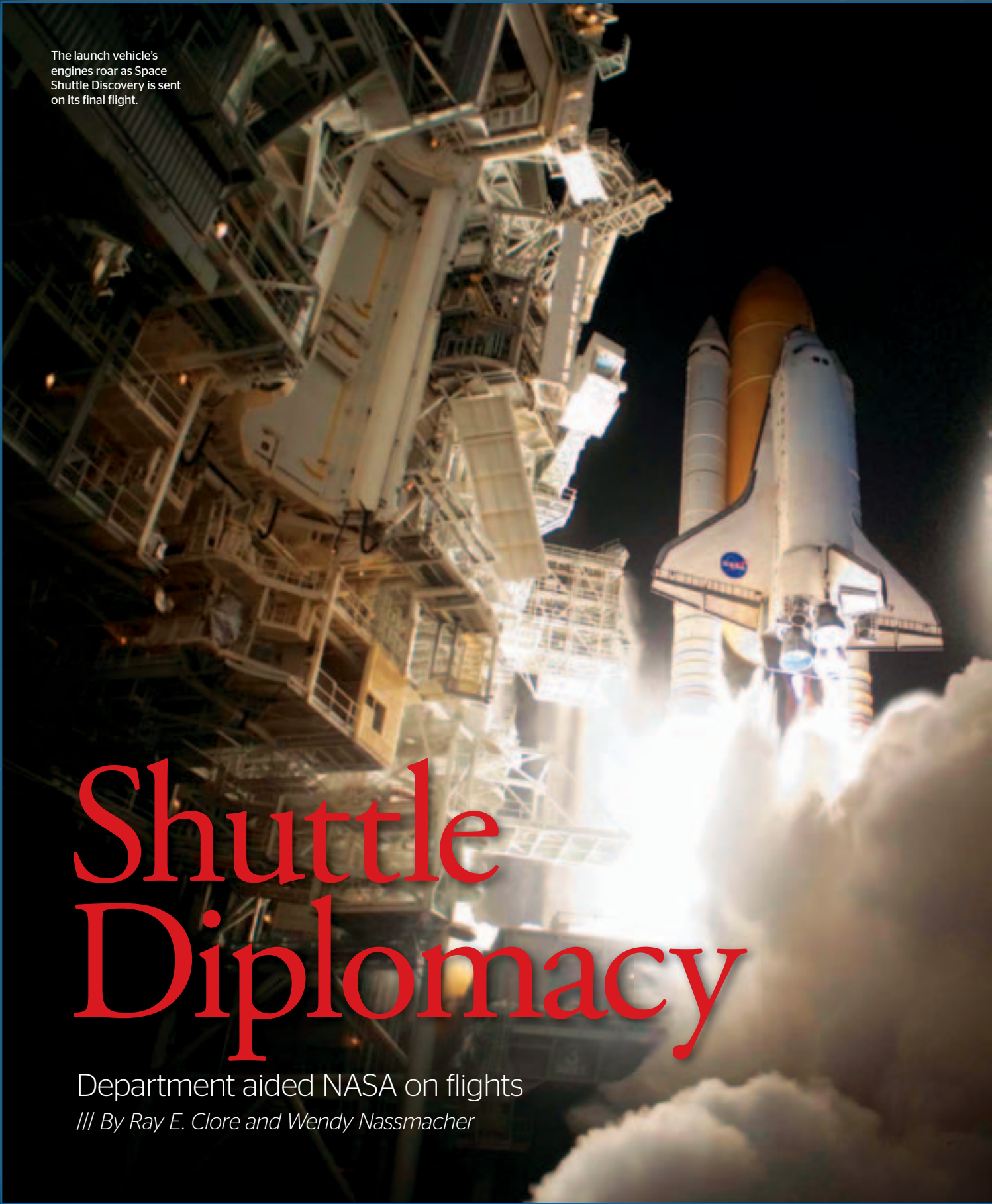
Other furniture acquired in 2010 includes, via a bequest, a pair of straight-back mahogany Chippendale side chairs that were made in Philadelphia in the 18th century and were heirlooms from the predominately Loyalist side of a Sussex County, Del., family. Donated funds were used to acquire the Room's camelback sofa, made around 1780 and originally from the plantation of Washington's sister, Betty Washington Lewis. ■

Clockwise from upper left: Secretary of State Hillary Rodham Clinton speaks at the May reception honoring 2010 donors; the Society of the Cincinnati badge; Carlyle Eubank, chairman of the Fine Arts Committee of the Diplomatic Reception Rooms, shares a smile with Adrienne Arsht, co-chair of the Patrons of Diplomacy Campaign; Thomas Jefferson's letter to George Washington.

The author is deputy editor of State Magazine.

Reception Rooms prepare for milestone /// By Ed Warner



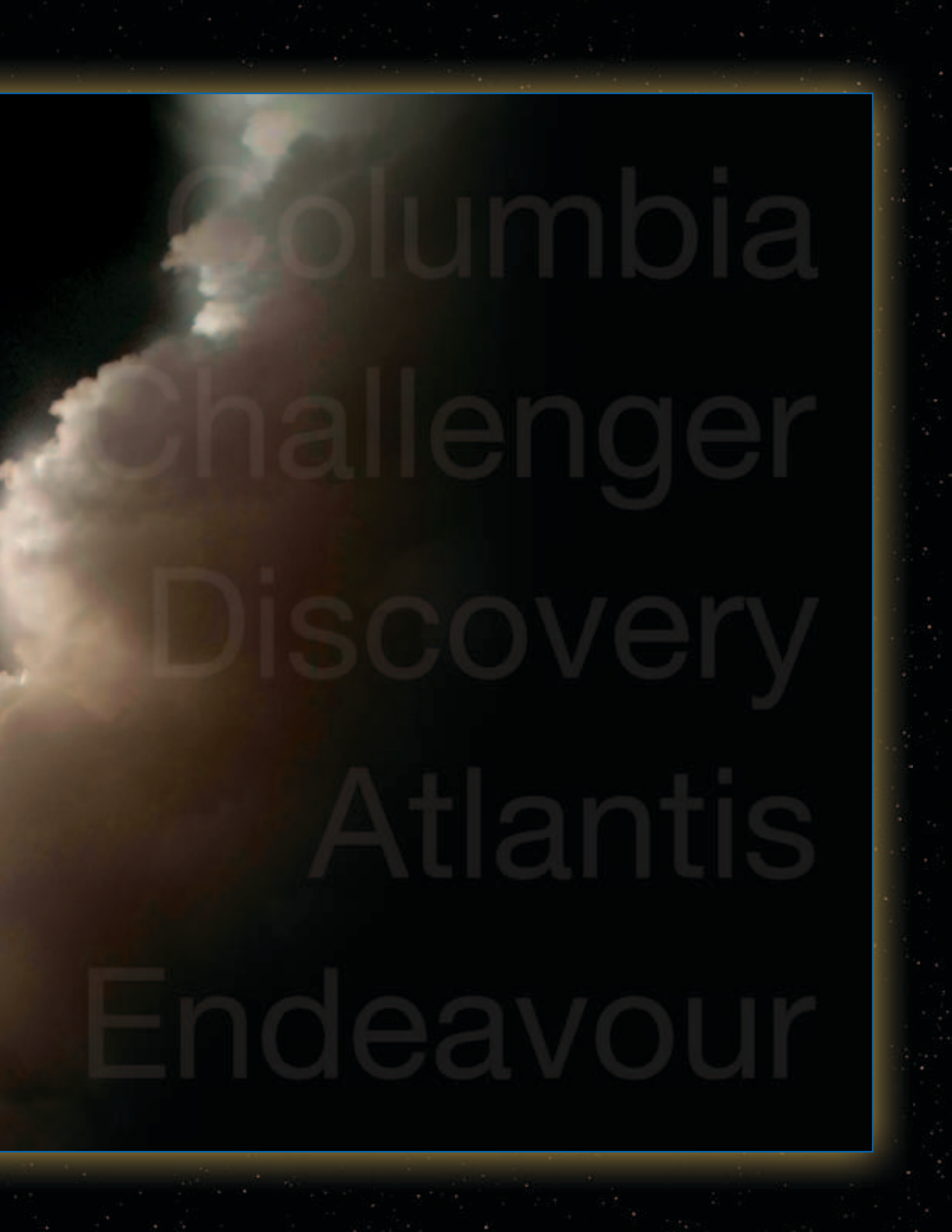
A dramatic photograph of the Space Shuttle Discovery being launched by the Space Shuttle Launcher. The shuttle is positioned vertically on the right side of the frame, with its orange external tank and white solid rocket boosters clearly visible. A massive plume of white smoke and fire erupts from the base of the shuttle, indicating the start of its ascent. To the left of the shuttle, the complex, multi-level structure of the Space Shuttle Launcher is visible, featuring numerous platforms, ladders, and support beams. The entire scene is set against a dark, starry background, suggesting a night launch. The image is framed by a thin blue border.

The launch vehicle's
engines roar as Space
Shuttle Discovery is sent
on its final flight.

Shuttle Diplomacy

Department aided NASA on flights

/// By Ray E. Clore and Wendy Nassmacher



Columbia
Challenger
Discovery
Atlantis
Endeavour



PHOTOGRAPHS: ED WARNER; (BELOW): NASA

Above: Members of the Office of Space and Advanced Technology who have key roles regarding the Shuttle, Julia Rottier, center, and Fernando R. Echavarria, right, meet with Ray Clore. **Below:** Shuttle Endeavour lifts off from Cape Canaveral. **Far right:** Dorietha Jackson coordinated the Shuttle Monitoring Group.



With a roar that shook the cameras, Space Shuttle Endeavour rose over the Kennedy Space Center for the last time in May.

After more than 30 years, NASA's Space Shuttle flights are ending this summer. The program has enjoyed a phenomenal span—but few people know that every time a shuttle launches, State Department employees are involved. From early diplomatic negotiations that made the modern space program possible to direct support for the Space Shuttle launches, the State Department operates as a partner to NASA.

The Space Shuttle, in turn, has played a role in diplomacy, partnering with international scientists and astronauts, carrying scientific payloads from many countries and helping build and resupply the International Space Station.

Present at Creation

The Department's negotiation of the 1968 U.N. Agreement on the Return and Rescue of Astronauts and Space Objects, which laid the groundwork for modern space exploration, involved a decade of difficult diplomatic work. Among the issues that had to be worked out were whether a space object that crashed back to Earth became the property of the territory it fell upon and whether, in such cases, the

nation that built the object would have to pay damages for any harm.

U.S. diplomats successfully separated the question of damages from the obligations of rescue and return and the right of original ownership.

"Without an international legal agreement establishing these points, space travel as we've come to know it would have been less likely," said Kenneth Hodgkins, director of the Bureau of Oceans and International Environmental and Scientific Affairs' Office of Space and Advanced Technology. "It would have been too fraught with risk in the Cold War atmosphere to invest in manned return vehicles."

As the Space Shuttle program came into existence, the Department was called upon to craft bilateral agreements to provide emergency landing sites for the Space Shuttle. Much of this work fell to Hodgkins' office. There are currently 63 Emergency Landing Sites and three Trans-Oceanic Abort Landing, or "TAL" sites. The most recent negotiations for a TAL Agreement concluded in 2005 and involved potential use of a French Air Force base near Marseille.

Interagency Team

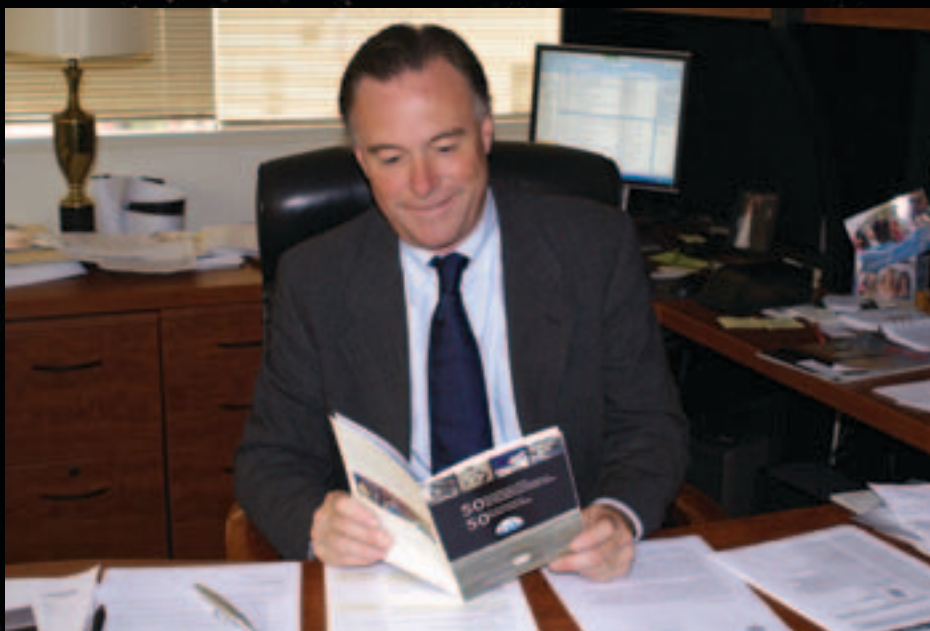
The Department's role did not end there. Since the Space Shuttle's return to flight in the late 1980s after the Challenger accident, the Department has hosted an interagency team in its Operations Center for every Space Shuttle launch, ready to provide instant diplomatic communications should an emergency landing at a TAL site be required.

"I've had the opportunity to work with some of NASA's most dedicated professionals; we are a part of history."

For the past eight years, Dorietha Jackson, in the Office of Space and Advanced Technology, has coordinated the Shuttle Monitoring Group. During the lead-up to a launch, she stays in daily communication with the Operations Center and NASA to ensure that U.S. embassies overseas are notified of the pending launch or delays. She also ensures that live, reliable telecommunications connect NASA's Johnson Space Center in Houston, the Operations Center and Space Shuttle control officers in the U.S. embassies in Madrid and Paris.



Space Shuttle Discovery climbs skyward on its final launch. **Bottom:** Kenneth Hodgkins directs the Office of Space and Advanced Technology.



During the Shuttle Discovery's final launch in February, the Operations Center's Shuttle Monitoring Group was a hive of activity, with representatives from NASA, OES, the Watch and Crisis Management Support all present. Television monitors on each wall showed NASA's Space Shuttle Command video feed, along with a live link to NASA's radio chatter. At one point, there was a heart-stopping countdown freeze for several minutes while a technical glitch was worked out. The NASA cameras switched between views of the command room and Discovery from across the bay until the moment when Discovery's engines fired.

"This has been a wonderful experience for me," Jackson said. "Seeing what really goes on behind the scenes during the launch has given me an appreciation for how much goes into making the Space Shuttle launch safe. The Department plays a vital role, ensuring that our embassies are ready should an emergency occur during a launch."

Another Department employee involved with the launches for the past eight years as a member of the Ops Center's Shuttle Launch Team, Deretta Shelton, of the Office of Crisis Management Support, recalled pulling together a monitoring group to respond to the 2003 Space Shuttle Columbia tragedy, in which the orbiter and crew were lost on reentry.

"I've had the opportunity to work with some of NASA's most dedicated professionals; we are a part of history," she observed.

'Long History'

"NASA and the Department of State have enjoyed a long and productive history of cooperation in support of Space Shuttle launches," said Michael O'Brien, NASA's associate administrator for International and Interagency Relations. "Our professional and seamless relationship has been a critical element of NASA's contingency action planning for Space Shuttle launches, and our close coordination is a hallmark of successful interagency cooperation and highly valued by NASA and international astronauts."

With the Space Shuttle launches ending, the Office of Space and Advanced Technology will work with NASA to terminate, as appropriate, the ELS and TAL agreements, a process that may take years. However, the Department will continue to work with NASA on many other space-related issues, remaining NASA's close ally whenever international diplomacy is needed. ■

Ray Clore is the Department's senior advisor for Global Navigation Satellite System Issues. Wendy Nassmacher is foreign affairs officer in the OES Office of Policy and Public Outreach.



Above: OES Foreign Affairs Officer Fernando Echavarria, lower left, helps staff the green phone to NASA's Houston Command Center, as part of the Space Shuttle Monitoring Group covering the Shuttle Discovery's final launch on February 24.
Below: Space Shuttle Endeavour ends its flight, touching down with the help of a drag parachute.



Team Effort

CA reaches out on consular notification and access /// *By William D. Bent*

International law calls on nations to let foreign governments assist their nationals who are living and traveling abroad. This expectation is spelled out in treaties, such as the Vienna Convention on Consular Relations, and bilateral agreements. An important concept in these agreements is consular notification and access, which comes into play whenever a country arrests or detains a foreign national.

Since foreign nations expect the United States to offer the same treatment to their citizens as they offer U.S. citizens, failure on the part of U.S. authorities to follow consular notification and access procedures can negatively affect America's foreign relations and jeopardize its ability to assist its citizens.

"For example, we occasionally encounter situations where American citizens detained or arrested in a foreign country are not provided with consular notification and access," said Public Affairs Specialist Wallis Doerge of the Bureau of Consular Affairs' Office of Policy Coordination and Public Affairs. "It is difficult for us to insist that nations meet their obligations under the Vienna Convention if we are not in one hundred percent compliance ourselves."

CA/P works to ensure that U.S. federal, state and local officials are aware of their consular notification and access obligations and is the lead office for the consular notification and access portfolio. It also responds to foreign governments' concerns

about consular notification and access issues in the United States.

In the United States, there are more than 700,000 law enforcement officers working for more than 19,000 policing agencies, so constant education and training is essential.

"With the constant influx of new officers throughout the United States, it is crucial that we work together to educate about the importance of these reciprocal agreements and how they affect every person on American soil," said Los Angeles County Sheriff Lee Baca.

The linchpin of CA/P's outreach efforts is the Consular Notification and Access Manual, a joint publication of CA and the Office of the Legal Advisor, which helps law enforcement officers understand and apply the law. CA/P



Office of the Legal Advisor Attorney Advisors Nisha Prabhu and James Bischoff review the Consular Notification and Access Manual.

PHOTOGRAPHS: (LEFT): NATIONAL SHERIFFS ASSOCIATION; (OPPOSITE PAGE): CUSTOMS AND BORDER PROTECTION



Above: The regional director of the Office of Foreign Missions' Houston office, Sarah Drew, discusses CNA with Customs and Border Protection-EI Paso Assistant Port Directors Barry Miller, center, and Charles Wright. **Right:** CA Public Affairs Specialist Wallis Doerge discusses CNA at the Commission on Accreditation for Law Enforcement Agencies Conference.

also provides training at law enforcement conferences, such as those of the International Association of Chiefs of Police, National Sheriffs Association and Commission on the Accreditation for Law Enforcement Agencies.

CA/P's outreach is appreciated. "Recently, we completed consular notification and access training classes," said Sergeant Mike Williams, a training officer with the Victoria, Texas, Police Department. "The attendees appreciated the explanations of the need for the notification process, the materials available and the effect it can have on their world."

Cooperation Essential

CA/P depends on the cooperation of other Department offices to promote consular notification and access, including the attorneys in the consular affairs division of the Office of the Legal Advisor.

"We really appreciate the role of the Office of the Legal Advisor," said Wallis Doerge, the CA/P public affairs specialist responsible for the consular notification and access portfolio. "Some cases can be quite complex from a legal standpoint, and we depend heavily on L/CA's guidance."

L/CA also assists during outreach sessions, most recently at an open house at the Department in February.



CA/P also does outreach with CA passport agency staff. For example, the director of the Miami Passport Agency, Ryan Dooley, recently conducted a briefing on consular notification and access for Puerto Rican law enforcement officers in San Juan. Last year, Eric Botts, assistant director of the Houston Passport Agency, conducted a presentation on consular notification and access for representatives from more than 50 local law enforcement agencies.

Another CA/P partner is the Office of Foreign Missions, whose regional offices are active in promoting the issue and responding

to complaints from foreign consulates.

"OFM briefs local law enforcement on consular notification and access at every opportunity," said Sarah Drew, regional director of OFM's Houston office. "We also assist the consulates to gain access to their nationals. Our efforts are appreciated and communicated to their embassies, which

in turn support consular notification and access for U.S. citizens in that country." ■

For more information

<http://travel.state.gov/consularnotification>

The author is CA's chief of Consular Notification and Outreach.

Bringing Stability

Office steps in when conflict looms /// *By Adam Graham-Silverman*

The work of the Office of the Coordinator for Reconstruction and Stabilization can range in one day from supporting peaceful dialogue among tribes in Southern Sudan to planning for development and stability in Afghanistan and helping the government rebuild in parts of Timor Leste, Uganda and Ecuador.

The office, headed by Acting Coordinator Ambassador Robert Loftis, supports conflict prevention and stabilization work at U.S. posts on every continent except Antarctica.

Fragile and failing states around the world are a growing source of threats to U.S. security. S/CRS helps to address them, making conflict prevention and response a core mission of the State Department as part of the framework for civilian power laid out in President Barack Obama's National Security Strategy. Though now an office, S/CRS's role is important enough that it has been recommended for bureau status as the Bureau of Conflict and Stabilization Operations by the Department's Quadrennial Diplomacy and Development Review.





Clockwise from left: Alongside U.S. Army officers, an S/CRS officer participates in discussions with Pashtun tribal leaders in Khost Province, Afghanistan; S/CRS Officer Tammy Rutledge heads from Bagram Air Force Base, Afghanistan, to the country's East Region; from left, Stabilization Team members Clint Fenning and Patrick McGovern assess pre-referendum preparations in Kuron Peace Village, Eastern Equatoria State, with Catholic Bishop Paride Taban.

"There was a lot of sitting under trees and shaking hands with the local leaders, and really trying to inspire the folks who we were hoping would gain a new vision for their own country, one in which active violent conflict didn't play a role," said James Patton, a Civilian Response Corps member who spent six months in the region.

Innovative Solutions

Working with AF and the U.S. Consulate in Juba, S/CRS has found innovative solutions for the challenges of Southern Sudan, a huge area with few roads and little infrastructure. To travel to remote areas to build relationships and gather information, S/CRS employs an aircraft named for the Phoeagle, the mythical beast part eagle, part phoenix that adorns the Corps' crest.

In Afghanistan, S/CRS helps provide subject-matter expertise and unique evaluation, planning and mission-management skills. Those include sector-specific efforts such as support for Afghan counterterrorism prosecutions, insurgent rehabilitation and border operations, as well as staffing the U.S. Embassy in Kabul's planning office, coordinating and integrating civilian and military efforts nationwide and helping develop the Afghan National Development Strategy. Recently, Planning Officer John Patten traveled to Afghanistan to prepare pre-deployment training for military Provincial Reconstruction Team commanders.

New Tools

S/CRS was established in 2004 and earned full congressional authorization four years later. Working in support of regional bureaus, special envoys and U.S. missions, the office seeks to improve the preparation, coordination and implementation of the U.S. response to conflict and instability in fragile and failing states. It does so by applying new tools and processes and a corps of "civilian responders."

Bringing stability to fragile countries requires specialized responses that draw on expertise from across the range of America's civilian agencies. S/CRS oversees the Civilian Response Corps, a pool of trained and ready-to-deploy experts drawn from nine civilian agencies. The Corps launched in July 2008. In 2010, it made more than 290 deployments to 28 posts overseas. Today, the largest contingents are in Sudan, Afghanistan and the

Kyrgyz Republic. Corps members can join as active officers, who are deployed on supporting engagements, or as standby members who keep their federal jobs but stand ready to deploy.

In Sudan, when the Bureau of African Affairs and the U.S. Consulate in Southern Sudan sought support in the run-up to Southern Sudan's referendum on independence in January, S/CRS staffed a diplomatic expansion to enhance political reporting, extend the consulate's reach across the country, advise the government of Southern Sudan and help mediate disputes over territory, cattle grazing and other issues that could escalate into wider conflict. The civilian responders there now support conflict prevention activities such as promoting inter-tribal dialogue, increasing representation of women in local government and monitoring land allocation to displaced people.

"Slogging through the mud side by side with the soldiers increased my credibility in their eyes, and it went a long way toward building an important team relationship," Patten said. "The groundwork we have laid for civilian-military cooperation in Afghanistan will almost certainly carry over to future situations where civilians and the military occupy the same space and work together toward a shared goal."

Assistance Coordination

In the Kyrgyz Republic, a key transit point to Afghanistan, S/CRS helped the U.S. Embassy in Bishkek establish a temporary assistance coordination unit in the southern city of Osh, the center of 2010's ethnic violence. The office monitored prosecutions relating to the violence, coordinated U.S. relationships with civil society groups on issues such as women's rights and human rights, and assisted in coordinating and distributing humanitarian aid.

"It's fascinating to see the multinational perspective and to get a handle on their line of thinking," said Bob Coburn, a Corps member from the Department of Justice who provides support for police reform at the Organization for Security and Cooperation in Europe's mission in the Kyrgyz Republic. "I think we're all on the same sheet of music that right is right and wrong is wrong."

S/CRS operates through several directorates, including Planning, Conflict Prevention, Strategic Communications, Resource Management and Civilian Response Operations, that also deploy to support conflict assessments, planning and civilian-military

integration, and develop and manage training in these subjects.

The Conflict Prevention Directorate and the Planning Directorate provide conflict assessment, prevention and resolution tools and have developed the Interagency Planning Framework and the Interagency Conflict Assessment Framework, a cross-cutting means of examining a nation through a conflict perspective.

Both frameworks are used to develop regional and country-based strategies. The ICAF pulls together information to build a common understanding of the drivers and mitigators of conflict. It engages U.S.-based experts and works with the in-country team to interview hundreds of people from government, civil society and everyday walks of life. Thus, an ICAF deepens the U.S. mission's understanding of the underlying factors that could provoke or prevent instability. S/CRS has conducted whole-of-government planning and undertaken ICAFs in more than 20 countries.

Strategic Communications provides public and academic outreach and houses the International Engagement Unit, which complements engagements with bilateral and regional initiatives. The unit maintains relationships with its counterparts in the United Kingdom, Australia, Canada and other nations, and with such multilateral organizations as the United Nations and the African Union.

Promoting Peace

S/CRS also plays a key role in the International Stabilization and Peacebuilding Initiative, an informal working-level network of 15 countries and six multilateral groups that seeks to strengthen civilian capacity globally. The office contributes staff to international organizations, including experts in planning and assessments who serve in U.N. offices in Afghanistan.

The Resource Management Office oversees budget, logistics, operations and the extensive equipment provided to situations in which S/CRS is involved. That support includes communications systems, armored vehicles, body armor, satellite phones and water purifiers. Civilian Response Operations oversees the Corps and provides mission support and training for civilian responders from all agencies.

Altogether, this contribution means that



Below: From left, USAID staff members Christa Capozzola and Mickey Richer and Civilian Response Corps member Donna Kerner listen to concerns expressed by a returnee to Southern Sudan. **Right:** Meeting with teachers and students at the Center for Moderate Muslims in Manila, Philippines, are members of a conflict assessment team that includes, back row from second from left, Mark Mogle of the Civilian Response Corps, Monica Davis of S/CRS, Major Tyler Wilson and Wilna Ray and Nicole Goodrich, both of S/CRS.



S/CRS can operate with minimal burden on resources at U.S. posts.

As there is still much to learn about promoting peace and stability, a step forward will be the creation of the new Conflict and Stabilization Operations Bureau, which will act as a center to develop lessons learned and provide knowledge for civilian responders and U.S. posts.

More broadly, 21st-century statecraft calls for increased engagement with fragile or failing states and will require the increased focus on conflict prevention and response that S/CRS brings. S/CRS takes the view that if the United States does not engage the world to promote stability, the world's instability will surely engage the United States. ■

The author is a writer-editor in the Office of the Coordinator for Reconstruction and Stabilization.



A monthly meeting of Embassy Nairobi's 3D committee discusses such matters as civil-affairs projects, VIP visits and a USAID-CJTF-HOA workshop.

At the Table

3D process harmonizes diplomacy, development and defense /// By Jaz Azari

For many, the term “3D” is spatial, but at the U.S. Embassy in Nairobi, Kenya, it encompasses the interagency coordination involved in the “D”s of diplomacy, development and defense.

The original concept of joining the activities of the 3Ds more closely at this post arose to offset the risk that increasing engagement of the U.S. military in civilian assistance projects could cause development and diplomacy to become militarized or lead to duplication of efforts.

However, Embassy Nairobi has brought the parties involved in diplomacy, development and defense together by, among other

strategies, creating an interagency Executive Steering Group and a larger 3D committee that promote communication and coordination.

The largest U.S. diplomatic mission in sub-Saharan Africa, Mission Kenya has nearly 1,500 employees and involves representatives of 12 federal agencies. Besides the Department of State, there is the U.S. Agency for International Development, Peace Corps, Centers for Disease Control and Prevention, and the departments of Defense, Agriculture, Commerce and others. Thus, the core Country Team has more than 60 members.

Coordination Crucial

Interagency coordination is crucial in an embassy as large as Embassy Nairobi. The 3D process is currently led by Deputy Chief of Mission Lee Brudvig, who said he “found it necessary to first methodically map out the what, where, when, why of existing programs and projects. This led to a more structured ‘3D’ approach.”

To facilitate this process, the mission in January created an interagency Executive Steering Group led by Brudvig and chaired by Political-Military Officer Heleena White. The ESG advises a larger 3D committee, comprising the embassy’s diplomatic, development and

defense communities. The ESG reviews project proposals, monitors coordination lanes, identifies new players, leverages U.S. government resources and works to avoid redundancy. The 3D committee allows those involved in diplomacy, development and defense to communicate, coordinate and synchronize activities.

“No one sees all aspects of any situation,” said Economic Counselor Eric Whitaker of the value of the 3D approach. “Tapping into interagency approaches keeps everyone current on information, projects, programs and contacts, minimizing institutional blind spots.”



Above: From right, Melinda Gates of the Bill & Melinda Gates Foundation, Dr. Robert Breiman of the CDC and CDC field coordinator Beatrice Olack take a walk in one of Nairobi's oldest and largest slums in January 2011. **Below:** Global Health Initiative Executive Director Lois Quam, second from right, and Deputy Chief of Mission Lee Brudvig, right, observe a home-based HIV counseling and testing session in Nyanza, Kenya. **Bottom:** The U.S. Army's Medical Research Unit-Kenya's malaria vaccine trial team meets in 2010 at Kenya's Muriithi/Welde Clinical Research Center.



Rear Admiral Brian L. Losey, former Commander of Combined Joint Task Force-Horn of Africa and current Commander of Special Operations Command-Africa, said the 3D process “ensures that activities are arranged in time, space and purpose to achieve shared goals that support the Mission Strategic Resource Plan, USAFRICOM theater-strategic objectives and host nation objectives...”

Whole of Mission

In practice, this means fewer duplicated projects, less money misspent on unsustainable projects and greater empowerment and leveraging of indigenous and multilateral resources.

“Embassy Nairobi’s energetic ‘whole of mission’ approach illustrates the Africa Bureau’s commitment to tackling the difficult task of bringing disparate bureaucratic cultures together around the common goal of effective pursuit of U.S. foreign policy goals,” said Assistant Secretary for African Affairs Johnnie Carson.

3D’s greatest value is in unifying Mission Kenya projects within diplomacy, development and defense. Under President

through Medical Civic Action Programs and Veterinary Civic Action Programs.

For instance, at Kenya’s Faza Secondary School, CJTF-HOA built a volleyball court; the Organization of Petroleum Exporting Countries established a science laboratory; the telecommunications company Safaricom constructed a wind-powered computer lab; the Kenyan Red Cross built a greenhouse and sprinkler system; and USAID and the government of the Netherlands renovated school buildings.

In this instance, U.S. and international resources were leveraged into one complete project, making it a paradigm for future 3D project cooperation. Additionally, CJTF-HOA school projects on the South Swahili coast of Kenya have been linked with a USAID-funded program to educate marginalized Kenyan children, and the linkage provides the proper focus and prioritization of projects to create the greatest impact in those communities.

Although Embassy Nairobi is still evolving its 3D process, what was once a discordant group of 3D actors operating independently has become a harmonious 3D team.

“Figuring out who is ‘missing from the table’ in interagency discussions is the first step in 3D,” Gration said.

Barack Obama’s Global Health Initiative, four organizations at post—DOD’s Medical Research Unit, CDC, USAID and the President’s Emergency Program for AIDS Research—have partnered to improve Kenyan health care systems, medical research capacity, disease prevention and epidemic preparedness, diagnostics and response.

In another case, civil affairs teams under the command of the CJTF-HOA have joined forces with nongovernmental organizations that partner with USAID to provide medical and veterinary assistance to local health officials

Ambassador Scott Gration, who arrived in May, said he is positive about his team’s future.

“Figuring out who is ‘missing from the table’ in interagency discussions is the first step in 3D,” Gration said. “Today, we have everyone at the table; now continued progress rests with our ability to sustain the efforts we have made and to become more innovative and effective in how we promote the 3D partnership.” ■

The author is a staff assistant to the ambassador at the U.S. Embassy in Nairobi.

Lisa Davis sings as part of her church's choral group.



Grace Notes

Singing HRO travels from Russia to country church /// *By Lisa Davis*

While on my first overseas tour, at the U.S. Embassy in Moscow, a friend who'd heard me sing shared an ad in the embassy newsletter seeking singers for a local television program. With a member of the Locally Employed Staff in tow as translator, I went to the TV station expecting to be called from the audience to sing maybe one song.

Instead, I was ushered into the studio, introduced to the piano player—who played everything in a Dixieland Jazz style—and after a bit of practice, it was showtime.

To my horror, I was about to be the guest of honor on Russian TV. Clearly, I'd come a long way from the state-level singing contests I had won in high school in Illinois.

During the show, I sat between the two hosts and, after several others performed, I got up and sang four songs in Russian—and the

audience sang along. I performed at the station three additional times in the next few months.

That was just one high point on a singing journey that has taken me from Russian TV to a church in a Washington, D.C., suburb where I sing each Sunday with an otherwise all-male gospel chorus.

National Anthem

Another highlight of my singing career was singing the American national anthem while in Russia. At Embassy Moscow, my husband and I attended the Marine Corps Ball every year, and so I approached the Marine Corps Detachment Commander in charge of the event, offering to perform the national anthem. At the ball, I was led to my place on the stage by a Marine escort and then sang the anthem solo without musical accompaniment.

Those attending must have liked the performance, because when the day of the embassy July 4 celebration arrived, the community liaison office coordinator called me in a panic to say she had no one to sing the national anthem and could I help? With no more rehearsal than a warm-up in an empty conference room, I came out and sang the anthem to tumultuous applause.

Three years ago, I returned to the Washington area on another assignment, and my husband and I began attending a little country church that holds monthly concerts of professional southern gospel groups. The church, in a building more than 100 years old, had a men's choir, and when the preacher learned that I sang he had a terse but positive reply: "10 a.m. on Sundays."



Left: Davis performs in the Department's talent show. **Below:** Davis gathers with her church's singers and pastor. From left are Joe Tippet, Bob Mumford, Pastor Charlie Wood Jr, Joe Cline, Jeremy Givens, Gene Allison, Joe Vogel and pianist Terry Lee Ryan.

Since almost no one in our group, including the piano player, reads music, we learn most songs by following the preacher—if he forgets the words, so do we. We usually don't even know what we'll be singing until we get on stage and the preacher begins a song.

This group is like a family, like having a bunch of big brothers. We help each other when the need arises and send cards or call if someone is sick. We've performed at assisted living facilities, restaurants and campgrounds in Northern Virginia, singing such favorites as "Surely I Will," "Operator," "Mansion on a Hilltop" and "Old

Time Religion." Our pianist, Terry Lee Ryan, has also performed with me in restaurants in Northern Virginia and even played for me at a talent show/competition at Main State last year—which may be why I won.

My latest milestone in singing is the release of my first commercial CD, "Lisa Davis Gospel", for

sale on Amazon.com and iTunes. It wasn't my first recording, though: When my husband left Japan because of his military retirement, and I still had one year left in Japan as a Civil Service employee, I asked him if he'd send me tapes of him reading poetry and he asked for tapes of my singing. When I returned to the United States, my husband put his favorites on a CD, and I later made several more CDs, including one of Russian songs.

In one of my favorite movies, "Sister Act 2," Whoopi Goldberg tells a young singer, "If the first thing you do in the morning is think about singing, and can't think of anything else all day, then you are meant to be a singer." That resonates with me. I feel I was meant to be a singer, and look forward to future performances during my latest assignment. ■

The author is human resources officer at the U.S. Consulate General in Frankfurt, Germany.

Average Age: 60

I showed up, learned the songs and was soon singing with a group of gentlemen whose average age is 60. After a few weeks, I performed my first solo, "Amazing Grace."

I was soon included in the monthly concerts, where we are the opening act for professional gospel groups. The average concert packs our church wall to wall, with the temperature inside rising proportionately.

Sharing two microphones, we sing the old gospel standards such as "Supertime," about a dying mother going to heaven—it never fails to bring a tear. When we sing "Swing Down Sweet Chariot," we have a combination of small and large groups, and the entire audience claps and sings along.

Watch the video online at www.state.gov/statemag



Education & Training

FSI Web Page

Find everything you need to about FSI and its training opportunities at <http://fsi.state.gov>! This site is constantly updated to give you just-in-time information on services such as:

- Online Catalog: Up-to-the-minute course schedules and offerings, from live classroom training to distance learning.
- Online Registration System: Submit your training application for classroom, distance learning and even External Training, using the Online Registration link found on virtually every course description or the External Training Web page.
- Training Continua: Road maps to help you effectively plan your training for the year or beyond.
- About FSI: Get a snapshot view of FSI's history and enrollment statistics.
- Links to training resources: View information on specific countries, language learning and testing, and myriad helpful reference materials.

PA459 – Protecting Personally Identifiable Information

This **now mandatory course** for FS and CS employees per November 8, 2010, Department Notice, http://mmsweb.a.state.gov/asp/notices/dn_temp.asp?Notice_id=14148, is available online in the FSI LearnCenter for Department of State Foreign Service and Civil Service employees, as well as those Foreign Service National employees who handle PII data at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PA459&filterlocation=>.

PA449 – ePerformance for Civil Service

ePerformance for Civil Service automates the creation and approval of the Performance Plan and Appraisal via the Manager and Employee self-service components of the Global Employment Management System. Managing the process online provides employees the opportunity to plan, review and approve performance appraisals. Civil Service employees can apply online at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PA449&filterlocation=>.

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Student Records Online

Located on the FSI Web page, Student Records Online is a secure, password-protected site that provides access to all FSI training information. Features include:

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- For more information and to establish your logon, visit the Web site at <https://fsiapps.fsi.state.gov/fsirecs/Login.aspx>. ■

Security

		Aug	Sept	Length
MQ911	Security Overseas Seminar	8,15,22,29	12,19	2D
MQ914	Security Overseas Seminar, Youth	9,16		1D

Foreign Service Life Skills

		Aug	Sept	Length
MQ104	Regulations, Allowances & Finances in Foreign Service Context		29	2D
MQ115	Explaining America		27	1D
MQ116	Protocol and the U.S. Representation Abroad	20	17	1D
MQ119	Orientation to State Overseas		7	8H
MQ250	Young Diplomats Day	8,15		1D
MQ302	Transition to Washington for Foreign-Born Spouses	27		4H
MQ703	Post Options for Employment & Training		16	1D
MQ802	Communicating Across Cultures		10	1D
MQ803	Realities of Foreign Service Life		8	1D
MQ851	Raising Bilingual Children	24		2.5H
MQ940	Pre-Deployment Preparation for High Stress Assignments	3		3H
MQ950	High Stress Assignment Outbriefing Program	12,19,26	16	4H

Career Transition Center

		Aug	Sept	Length
RV101	Retirement Planning Workshop		26	4D
RV102	Job Search Program	1		8W
RV103	Financial Management & Estate Planning Workshop		28	1D
RV104	Annuities, Benefits & Social Security Workshop		27	1D

H=Hours D=Days W=Weeks

Upcoming Classes

U.S. Representative to ASEAN

David Lee Carden of New York, a lawyer, is the new U.S. Representative to the Association of Southeast Asian Nations with the rank of Ambassador. Previously, he was a partner at the international law firm Jones Day, where he represented clients in large security fraud class-action lawsuits. He coordinated the defense of litigation brought in various foreign courts and has conducted investigations involving entities in Indonesia, Singapore, China, Saudi Arabia, Jordan, Lebanon and Syria, among other countries.



U.S. Ambassador to Brunei Darussalam

Daniel L. Shields III of Pennsylvania, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to Brunei Darussalam. Previously, he was director of the Office of Mainland Southeast Asia. Before that, he was deputy chief of mission in Singapore. He has served two tours each in Beijing and Tokyo. Other assignments include Nagoya, Japan, and Manila, as well as special assistant to the under secretary for Political Affairs.



U.S. Ambassador to Botswana

Michelle D. Gavin of the District of Columbia, a foreign policy specialist, is the new U.S. Ambassador to the Republic of Botswana. Previously, she was senior director for Africa on the National Security Staff. Before that, she was an adjunct fellow for Africa at the Council on Foreign Relations. She was primary foreign policy adviser to Sen. Russ Feingold and staff director of the Senate Foreign Relations Committee's Subcommittee on African Affairs. She studied international relations at Oxford University as a Rhodes scholar.



U.S. Ambassador to the Kyrgyz Republic

Pamela L. Spratlen of California, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Kyrgyz Republic. Previously, she was deputy chief of mission in Astana, Kazakhstan. Other postings include Vladivostok, Moscow, U.S. Mission to the Organization for Economic Cooperation and Development in Paris, U.S. Mission to the Organization of American States and Guatemala. Before joining the Foreign Service, she was a committee staff member in the California legislature.



U.S. Ambassador-at-Large for International Religious Freedom

Suzan D. Johnson Cook of New York, a pastor and policy adviser, is the new U.S. Ambassador-at-Large for International Religious Freedom. Previously, she was senior pastor of the Bronx Christian Fellowship Baptist Church in New York. During the Clinton Administration, she was a White House fellow on the Domestic Policy Council and faith adviser for the National Initiative on Race. She has traveled to five continents to promote religious freedom and led interfaith delegations to Israel, Jordan, Egypt and the Caribbean.



U.S. Representative to the United Nations for U.N. Management and Reform

Joseph M. Torsella of Pennsylvania, a public official and businessman, is the new U.S. Representative to the United Nations for U.N. Management and Reform. Previously, he was chairman of the Pennsylvania State Board of Education. He has also been a museum president, small business owner and deputy mayor of Philadelphia, where he instituted management reforms that closed a \$1.2 billion deficit. A former Rhodes scholar, he is married and has four children.





Imogene "Emma" Bullock, 58, a retired Civil Service employee with the U.S. Passport Agency, died May 19 of lung cancer in Washington, D.C. She joined the Department in 1971 and retired in 2009. She enjoyed traveling, cooking, church and being involved in her community.



Patricia G. Erickson, 84, a retired Foreign Service secretary and widow of Foreign Service officer Elden Erickson, died March 29. She lived in Solomons, Md. She worked for the U.S. government during World War II before joining the Department and meeting her husband in Tokyo. She had a passion for writing, and authored travel guide books for Holland and Germany and articles about local issues after she retired.



James R. Cheek, 75, a retired Foreign Service officer, died May 14. He lived in Little Rock, Ark. He served in the Army before joining the Department in 1961 and later served with the Peace Corps. He was ambassador to Sudan and Argentina, and also served in Santiago, London, Rio de Janeiro, Managua, Montevideo, Kathmandu, San Salvador and Addis Ababa. After retiring in 1997, he taught diplomacy and international business at the University of Arkansas at Little Rock and served as a business consultant and executive.



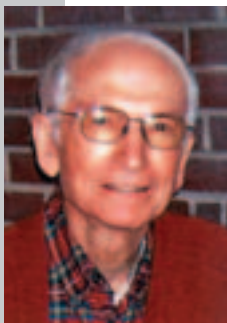
Donald G. Gould, 89, a retired Foreign Service officer, died Feb. 27 in Albuquerque, N.M. He served in the Merchant Marine during World War II. He was posted to Medellin, Caracas, Cochabamba, Tegucigalpa, Montevideo and Rio de Janeiro with the U.S. Information Agency. He was a Fulbright scholar, Spanish language instructor and interpreter, world traveler, professional chef and accomplished sailor who once captained a Columbia University research ship.



Bruce J. Christopherson, 84, a retired Foreign Service officer, died March 22 of kidney failure in Castroville, Texas. He served in the Marine Corps during World War II and the Korean Conflict and joined the Department in 1954. His postings included Baghdad, Belgrade, Vienna, Rome, Saigon, Hong Kong, Taichung (Taiwan), Jeddah, Dhahran, Jerusalem and Istanbul. He retired in 1976 and worked for the state of Colorado before moving to Texas. He was an avid bridge player and loved opera and historical novels, particularly about the Civil War.



Douglas James Harwood, 73, a retired Foreign Service officer, died Dec. 7 from complications of Parkinson's disease. He lived in Parrish, Fla. During his 40-year career, he was posted to Venice, Kinshasa, Prague, Niamey, Rome, Milan and Mexico City. He traveled to several other countries as a Department inspector. He loved classical music, particularly organ music, and attended performances all over the world.



William B. "Bill" Dozier, 85, a retired Foreign Service officer, died April 29 of complications from Alzheimer's disease in Marion, S.C. He served in the Navy during World War II and joined the Department in 1947. His postings included Jordan, France, Aruba, Italy, Sweden and Israel. After retiring in 1979, he moved back to his family farm where he raised cattle and horses. He enjoyed fishing, golf and gardening.



Richard E. Johnson, 90, a retired Foreign Service officer, died April 20 at his home in Washington, D.C. He served in the Navy during World War II and joined the Department in 1947. He worked in the office of Chinese Affairs until entering the Foreign Service in 1951. He served in Hong Kong, Canada, Poland, Yugoslavia, Bulgaria and Brazil. After retiring in 1980, he was president, successively, of the International Federation on Aging, the U.S. Yugoslav Economic Council and the Council for Southeastern Europe.



John L. Keys Jr., 72, a retired Foreign Service officer, died Jan. 7 of malignant melanoma at his home in Springfield, Va. He served in the Army before entering the Department in 1975 as a diplomatic security officer. His postings included Abidjan, Yaoundé, Moscow and Budapest. He traveled to nearly 80 countries. After retiring in 1994, he worked a contractor for the Department until last year.



Ernest A. Lister, 95, a retired Foreign Service officer, died April 26 of congestive heart failure in Silver Spring, Md. He joined the Department in 1944 and served in London and Montreal before entering the Foreign Service in 1955. Subsequently, he served in Naples and Paris. He was director of the Office of International Transportation in the Department of Transportation and worked as an international aviation consultant before and after a tour at the U.S. Mission in Geneva. He often entertained family and friends with songs from the piano bench.



Michael Nathan "Mike" Kuligowski, 50, a Foreign Service specialist, died June 9 at his home in Arlington, Va. He served in the Army before joining the Department in 1984. His postings included Lagos, Riyadh, Seoul, Tegucigalpa, Caracas and Bangkok. He was respected by his peers—he received the Thomas Morrison Information Management Award in 2008—but better known for his compassion and helping colleagues and friends when they needed it the most—guiding, humoring, restoring and healing them.



Collin E. Ostrander, 90, a retired Foreign Service officer, died Dec. 28 in Durham, N.C. His wife Elizabeth "Betty" Ostrander died Feb. 2. He served in the Navy during World War II and joined the Department in 1951. Later, he worked for the U.S. Information Agency. His postings included South Africa, Mexico, Puerto Rico, Iran and Vietnam. His wife accompanied him to all assignments except Vietnam. In 1970, they retired to Charlottesville, Va., where he pursued his interests in history and genealogy. They moved to Durham in 1999.



Herbert R. Lampe, 88, a retired Foreign Service employee, died May 3 of natural causes. He served in the Army in the Philippines during World War II, and then worked for the Federal Bureau of Investigation before joining the Department in 1952. He worked in diplomatic security and retired in 1976. For the past 32 years, he lived in Daytona Beach, Fla., where he played golf three times a week until shortly before his death.



Raymond L. Perkins, 87, a retired Foreign Service officer, died April 16 in Williamsburg, Va. He served in the Army during World War II and joined the Foreign Service in 1954. His postings included Italy, Israel, Togo, Niger, Senegal, Vietnam, Cambodia, Sri Lanka and India. After retiring in 1986, he moved to Richmond, Va., and then to Williamsburg in 2005. He had a passion for reading, history, gardening and jazz. His grandson Chris Corkey is a Foreign Service officer.



Mark J. Pero, 62, a retired Foreign Service communicator, died March 29 of ALS (Lou Gehrig's disease) in Gainesville, Fla. He served in the Navy and joined the Foreign Service in 1976. His postings included Italy, Malawi, India, Czechoslovakia, New Zealand, Brazil and Guatemala. After retiring in 2000, he moved to Ocala, Fla., where he enjoyed traveling and bicycling the back roads and trails of northern Florida.



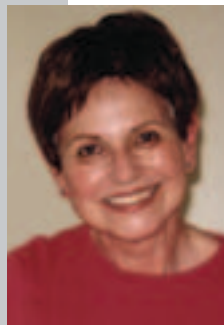
Peter Sebastian, 84, a retired Foreign Service officer, died March 22 in Santa Fe, N.M. He served in the Army during World War II and joined the Department in 1957. His postings included France, Morocco, Ethiopia, Central African Republic and Tunisia, where he was ambassador from 1984 to 1987. After retiring to Santa Fe in 1988, he was active as a writer, speaker and board member of the Council on International Relations.



Gene A. Trahan, 69, a retired Foreign Service officer, died May 29. He lived in Pensacola, Fla. He served in the Army before joining the Department. He was an avid tennis player and enjoyed poker, good food and traveling.



Charles B. Shorter III, 75, a retired official of the U.S. Agency for International Development and Peace Corps, died May 19. He served in the Navy during the Cuban blockade. His postings included Senegal, Egypt, Democratic Republic of the Congo and the Philippines. After retirement, he accompanied his Foreign Service officer wife Elenita to assignments in Ethiopia, Taiwan, Uganda, South Africa, Japan and Canada. He had a passion for classical music and collected African art.



Jeanne R. Sprott, 67, wife of retired Ambassador John T. Sprott, died May 15 at her home in Arlington, Va. She worked for the Department for more than 36 years in the then-Bureau of Cultural Affairs, Foreign Service Institute and bureaus of Administration, Human Resources and Consular Affairs. After retirement, she volunteered with the Arlington Learning in Retirement Institute and Arlington Meals on Wheels.

In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary to *State Magazine*, please contact Bill Palmer at palmerwr2@state.gov or (202) 203-7114.

Retirements

Foreign Service

Atkinson, Richard Lamar	Koch, Matthew Robert
Barton, Kay G.	Lumley, Harry Wayne
Boy, Donald	Maher, Kevin K.
Carson, Anne	Martin, Karen E.
Da Silva, Denise A.	Moyer, Shelia K.
Ferguson, Daniel Rhey	Orlansky, Michael D.
Flemister, Zandra I.	Ramirez, Catherine N.
Ford, Katrina Rae	Ramirez, Patricio A.
Foster, Preston H.	Ramos, Katherine A.
Franke, Elizabeth Anne	Rea, Michael J.
Gallo, F. Scott	Rodriguez, Steven J.
Gavagan, Judy L.	Rowdybush, J. Brinton
Gennatiempo, Peggy Ann	Speck, Janet G.
Gouge, Michael E.	Strance, Sheryl Lynne
Greanias, Nicholas J.	Tanoue, Theodore
Grider, Ronald M.	Tietjen, George Neal
Griffin, William J.	Tyckoski, James E.
Herbst, Gary R.	Vincent, Alfred P.
Hernly, John F.	Wagoner, Ruth Dorothy
Hooten, Joseph P.	Wiemels, David F.
Hullinger, Susan L.	Wisecarver Jr., Charles D.
Ifversen, David J.	Zaiback, Abdelnour

Civil Service

Adler, Ada S.	Lee, Bang Ja
Bowers, Frank	Macias, Richard G.
Burkhart, Sueli M.	Murray, James C.
Clark, Loisteen H.	Noyon, Jennifer C.
Dawson, Mary P.	Phoenix, Gloria T.
Dooley, John A.	Postacioglu, Zehra Mukrime
Faunce, Connie Sue	Robinson, Valerie F.
Faunce, Patricia Irene	Savoy, Sheila
Garcia, Franklin D.	Smith, Abigail E.
Hales, Annette M.	Sorokin, Nikolai
Hartzell, Nedra J.	Williams, Angela M.D.
Jakub, Michael A.	

Coming In Our
September Issue:



Consular Team India
Keeps High-Volume
Visa Traffic Moving

Mission Japan Responds
To Tsunami Disaster

DOS/USAID Alliances
Promote Common Interests

...and much more!



Who Ya Gonna Call?

In American slang, it's not good if someone has your number. For 50 years, however, American diplomats found comfort in knowing that the Operations Center had their number—the telephone number that's always manned, always answered by someone who can answer a question, find an expert, help defuse a crisis. Founded in 1961 during Cold War emergencies, the Center has grown from one officer, a cot and a pitcher of water into a 60-person operation that consists of the 24-hour Watch and the Office of Crisis Management Support. The Watch connects Department principals with each other while staying on top of breaking events.

It seems everyone has a favorite Ops memory. Secretary Clinton, speaking at the Center's 50th anniversary celebration, noted the story of a U.S. fighter pilot who earlier this year bailed out before his plane crashed over Libya. A Libyan who had participated in an International Visitor Program found the pilot and pondered over just what he should do with him. "So what did he do?" the Secretary asked. "He called Ops." A short time later, an American rescue team picked up the pilot and took him safely home, in large part because the IVP graduate remembered who to call.

After more than 30 years, America's Space Shuttle program officially ended this summer with the launch of the Atlantis. Americans have followed the program's many successes—and the tragic losses—with varying degrees of interest, but very few knew that every Space Shuttle flight carried State Department fingerprints. The Department negotiated the 1968 United Nations Agreement on the Return and Rescue of Astronauts and Space Objects, which laid the foundation for modern space exploration. As the Space Shuttle program came into being, the Department crafted bilateral agreements to provide emergency landing sites; there are currently 63 such sites and three Trans-Oceanic Abort Landing sites.

And since Space Shuttle flights resumed following the 1986 Challenger accident, the Department has hosted an interagency team—the Shuttle Monitoring Group—in its Operations Center for every Space Shuttle launch, ready to provide instant diplomatic communications should an emergency landing at a TAL site be required. The partnership hasn't been one-sided; the Space Shuttle played a big role in diplomacy, partnering with international scientists

and astronauts, carrying scientific payloads from many countries and helping build and resupply the International Space Station.

A big office with a big name—the Office of the Coordinator for Reconstruction and Stabilization—has a mission to match: Support conflict prevention and stabilization work at U.S. posts on every continent except Antarctica. Established in 2004, the office supports regional bureaus, special envoys and U.S. missions in preparing, coordinating and implementing U.S. response to conflicts and instability in fragile and failing states. It manages the Civilian Response Corps, a pool of trained and ready-to-deploy experts drawn from 9 civilian agencies. The Corps made more than 290 deployments to 28 overseas posts in 2010.

And last but not never least, a final salute to our colleagues en route to their final posting: Imogene "Emma" Bullock; James R. Cheek; Bruce J. Christopherson; William B. "Bill" Dozier; Patricia G. Erickson; Donald G. Gould; Douglas James Harwood; Richard E. Johnson; John L. Keys Jr.; Michael Nathan "Mike" Kuligowski; Herbert R. Lampe; Ernest A. Lister; Collin E. Ostrander; Raymond L. Perkins; Mark J. Pero; Peter Sebastian; Charles B. Shorter III; Gene A. Trahan; and Jeanne R. Sprott. ■

Corrections

In May's Post of the Month story on Chişinău, Moldova, the photos of the horse cart and colorfully dressed women on page 27 and the church on page 28 should have been credited to Sharon Ketchum.

In the February issue, the name of Iftikhar Ahmed was misspelled and the nation in which he died while on duty in 2006, Pakistan, was mis-identified.

Rob Wiley

Rob Wiley
Editor-in-Chief

IT'S SUMMER! TIME FOR
HOME LEAVE!
A FEW GREAT THINGS
ABOUT GOING HOME
TO AMERICA...

EASIEST EXCHANGE RATE ANYWHERE!

SO ONE DOLLAR EQUALS - A DOLLAR?



ELECTRICAL SOCKETS ALL THE SAME SIZE -
GO AHEAD, PLUG YOUR STUFF IN ANYWHERE!

TWO SOCKETS?!? MINDY, BRING THE
FROZEN YOGURT MAKER!



THE BOUNDARIES OF BEVERAGE BUSINESS
CONTINUE TO EXPAND...



MORE QUALITY TIME ON THAT COMFY
FOLD-OUT COUCH AT YOUR IN-LAWS'

I CAN'T FEEL ANYTHING
BELOW MY CLAVICLE...



AN EAGER AUDIENCE FOR YOUR TALES OF
EXOTIC ADVENTURES OVERSEAS...

...AND IN ICKYSTAN
EVERY MEAL STARTS
WITH FRIED TERMITES
IN BAT MILK!

THAT'S GREAT, UNCLE
BOYD - SO OLIVE
GARDEN IT IS!





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